

2025-2026

ADOPTED BUDGET

City of Fort Collins

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2025-2026

ADOPTED BUDGET

MAYOR AND CITY COUNCIL
JENI ARNDT, MAYOR
EMILY FRANCIS, MAYOR PRO TEM
SUSAN GUTOWSKY
JULIE PIGNATARO
TRICIA CANONICO
MELANIE POTYONDY
KELLY OHLSON

CITY MANAGER
KELLY DIMARTINO

CHIEF FINANCIAL OFFICER
TRAVIS STORIN

BUDGET DIRECTOR
LAWRENCE POLLACK

Inquiries regarding the 2025-2026 Budget for the City of Fort Collins, or requests for mailing, should be directed to:

City of Fort Collins
Budget Office
P.O. Box 580
Fort Collins, CO 80522

970-416-2439

ACKNOWLEDGEMENTS

FORT COLLINS CITY COUNCIL



Jeni Arndt
Mayor
jarndt@fcgov.com



Susan Gutowsky
Councilmember, District 1
sgutowsky@fcgov.com



Julie Pignataro
Councilmember, District 2
jpignataro@fcgov.com



Tricia Canonico
Councilmember, District 3
tcanonico@fcgov.com



Melanie Potyondy
Councilmember, District 4
mpotyondy@fcgov.com



Kelly Ohlson
Councilmember, District 5
kohlson@fcgov.com



Emily Francis
Councilmember, District 6
(Mayor Pro Tem)
efrancis@fcgov.com

CITY MANAGER AND BUDGET LEADERSHIP TEAM

Kelly DiMartino
CITY MANAGER

Tyler Marr
DEPUTY CITY MANAGER

Carrie Daggett
CITY ATTORNEY

Denzel Maxwell
ASSISTANT CITY MANAGER

Rupa Venkatesh
ASSISTANT CITY MANAGER

Travis Storin
CHIEF FINANCIAL OFFICER

Jeff Swoboda
CHIEF OF POLICE

Caryn Champine
DIRECTOR OF PLANNING, DEVELOPMENT AND TRANSPORTATION

Chad Crager
BROADBAND EXECUTIVE DIRECTOR

Claudia Menendez
EQUITY & INCLUSION OFFICER

Greg Yeager
DEPUTY CHIEF OF POLICE

Jacob Castillo
CHIEF SUSTAINABILITY OFFICER

Dean Klingner
COMMUNITY SERVICES DIRECTOR

Teresa Roche
CHIEF HUMAN RESOURCES OFFICER

Jim Byrne
EMERGENCY PREPAREDNESS AND SECURITY DIRECTOR

Kevin Wilkins
CHIEF INFORMATION OFFICER

Max Valadez
PROJECT MANAGEMENT COORDINATOR

BUDGET AND CITY STAFF

Claire Turney
BUDGET ANALYST

Charles McNamee
SENIOR BUDGET ANALYST

Thanks to Rachel Barrett and Jennifer Zwiefka for their work on the compensation and benefits components of the 2025-2026 Budget, as well as thanks to Rachel Springob and the entire Accounting staff for their assistance with various budget documents and work papers.

Special acknowledgement is given to Tim Campbell and Matt Nardi for their efforts in enhancing and supporting the Budget Analysis and Reporting Tool (BART).

Special recognition also goes to our colleagues in the Communications & Public Involvement Office. Specifically, Amy Resseguie, Tina Chandler and William Bevil are acknowledged for their work on community outreach and engagement, communication and document production.

Large thanks go to everyone else who participated in our budgeting process, specifically those writing budget requests, reviewing budget requests and the financial analysts, as well as department and division management. A lot of energy and effort goes into the City's budgeting processes and it takes the contributions of many to create the budget that best support our community and help achieve the goals of the City's adopted strategic plan.

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JANUARY 2025

To Mayor Arndt & City Councilmembers:

It is my pleasure to present the 2025-2026 Adopted Budget for the City of Fort Collins, which allocates resources to core City services, community needs, City Council priorities, and the 2024 Strategic Plan.

Through this Adopted Budget we continue to pursue a balanced approach of both investing strategically in the community's future and providing high-quality and efficient everyday core services.

The City is not immune to broader economic conditions, including significant inflationary pressures. Therefore, an important backdrop to the Budget Lead Team's work was the understanding that we anticipate minimal discretionary money to be available for 2025-2026. Part of the approach in this Adopted Budget is to use dedicated revenue sources to advance the City's strategic objectives wherever possible, and to thoughtfully use reserve funds to continue addressing the asset management backlog and key technology needs.

Every budget raises tradeoffs and challenging conversations about how best to allocate the community's tax dollars and ultimately arrive at a balanced budget. Throughout this year's deliberations several themes emerged:

1. 2050 Tax: This 2023 voter-approved 0.5% sales and use tax provides dedicated funding for certain parks and recreation, transit, and climate initiatives that will help the City plan for the future in areas important to the community.
2. Asset Management: The City's asset management backlog continues to be an area of focus, while repair and replacement costs have risen significantly due to inflation and supply chain issues. Dedicated revenue and the use of some reserves will help to make progress on these infrastructure needs.
3. Council Priorities: This budget continues to resource City Council priorities, particularly around climate, environmental health and housing, through enhancement offers and ongoing operations.
4. Invest in Talent: Investing in talent is a key factor in employee attraction and retention. The adopted budget includes salary increases to keep the City at market rates and remain a competitive employer.
5. Inflation: Inflation has had a significant effect on the City's operations, which can impact service levels. A commitment to metrics, efficiencies and innovative solutions will help us to maintain service levels wherever possible.
6. Pandemic-Era Funding Ending: The Federal American Rescue Plan Act (ARPA) funding for community resiliency work was a temporary resource that is coming to an end. As such, many of the ARPA-specific and other pandemic-era programs were not continued in the 2025-2026 Budget, due to a lack of ongoing funding.

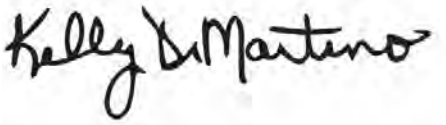
More information about these themes is included later in this budget document.

I would like to express my gratitude to the many people who contributed to the 2025-2026 Adopted Budget. First, thank you to the Mayor and City Council for your leadership and collaboration in service to our community.

Thank you also to the many community members who have shared their community priorities through the annual Community Survey, our strategic planning process, and many other avenues. A summary of public engagement was provided to Council during the third budget work session in October.

Finally, thank you to my City colleagues, including the BFO Teams who evaluated and ranked hundreds of budget offers, the Budget Leadership Team (BLT) who spent many hours thoughtfully considering challenging tradeoffs, and the hundreds of City staff who work to deliver exceptional community services every day.

Respectfully submitted,



Kelly DiMartino
CITY MANAGER



Photo: World Migratory Bird Day, by Natural Areas Volunteer Bill Walton

2025-2026 Budget Overview



2025-2026 Budget Outcomes and Themes

The 2025-2026 Adopted Budget considers available sources of revenue, allocates it to the highest priorities and seeks to fund the programs and services that are most likely to achieve the City's operational objectives and the seven key Strategic Outcomes identified by Council:

1. **High Performing Government**
2. **Culture & Recreation**
3. **Economic Health**
4. **Environmental Health**
5. **Neighborhood & Community Vitality**
6. **Safe Community**
7. **Transportation & Mobility**

The adopted 2024-2026 City Council Priorities were a key input into the updated 2024 Strategic Plan, which was adopted in the first quarter of 2024. That guiding document includes strategic objectives, or goals, that support each Outcome. Along with budget requests to support ongoing operational excellence, the strategic objectives are the primary drivers for the City's budget work. Budget requests (offers) are prioritized based on how the work associated with the offer will help the City achieve these objectives.

Emerging themes were shared with City Council in June, prior to the work of the executive team to make final decisions for what should be included in the 2025-2026 Adopted Budget:

- Minimal discretionary money anticipated to be available for 2025-2026
- Utilize dedicated revenue sources to advance strategic objectives
- Use of reserves to continue taking care of asset management backlog and technology needs

These themes, along with others that developed during the deliberations, were a consistent backdrop to the challenging conversations and tradeoffs to get to a balanced budget:

1. Planning for the future with the 2050 Tax

The 2023 voter-approved 0.5% Sales and Use tax provides needed funding in the areas of Parks and Recreation, Transit and Climate. These community investments will improve management of our infrastructure, improve accessibility and ridership as the transit system is built out, and help the City achieve its near- and longer-term climate goals.

2. Continued investment in asset management to reduce the existing backlog

The City's overall asset management backlog continues to be an area of focus in this budget. Infrastructure repair and replacement costs have risen significantly due to inflation and supply chain issues in the past few years. Funding from key revenue streams like the 2050 Tax will be a big help for the dedicated areas they support. Planned Utility rate increases will help address electric and water utility infrastructure needs. Other areas of the City, however, need to rely on careful use of reserves for expensive replacements like HVAC systems and outdated technology systems.

3. Advance Council's priorities

City Council priorities are important guides in crafting the budget, as reflected in their adopted priorities and the 2024 Strategic Plan. Specific attention was paid to climate, environmental health and housing. While this work is more easily visible in various enhancement offers, there is also work being done daily across the City in ongoing operations that help achieve these priorities.

4. Invest in existing City talent to be a competitive employer

Being a competitive employer in the community requires investment in staffing, from both a salary and benefits perspective. This budget includes a 4% increase of our current salary base in 2025 and 3.0% in 2026 to be used for varying merit increases that will keep the City at market rates across a wide range of positions. Turnover rates have dropped since the Great Resignation and, while still above our internal targets, City turnover is less than the national rate. Investments in talent are a key factor in employee attraction and retention.

5. Maintain service levels amidst significant inflationary challenges

Inflation has had a very real and significant effect on the City's operations and those pressures were felt in this budget. Revenues do not necessarily increase at the same rate as inflation and some areas like construction have seen much greater cost increases. These increased costs can sometimes impact levels of service, highlighting the importance of using performance data to ensure the City is doing what it can to maintain those levels of service as expenses rise. Expanded staffing in specific areas and additional programmatic funding are important to maintain existing levels of service.

6. Pandemic-era funding is coming to an end

The previous budget included programs stood up during the pandemic for various community benefits; those programs were largely paid for with federal funding the City received through the American Rescue Plan Act (ARPA). Council conversations about that funding in the 2023-2024 Budget specifically discussed the short-term availability of that one-time revenue, acknowledging that many ARPA-funded programs might not continue into the next budget cycle. Although some programs have moneys that can be used into 2025, many of the ARPA-specific and other pandemic-era programs were not continued in the 2025-2026 Budget, due to a lack of funding.

Equity in Budgeting

We are committed to making budget information more accessible and easier to understand for all community members by providing summaries of documents for the 2025-26 Budget. These smaller documents are written to minimize technical jargon and are published in Spanish and English. The Budget in Brief summaries are viewable online and are available at City Hall. Please see the resources listed below in this section to access budget documents.

In developing the 2025-26 Budget, the City continues to expand its equity approach. Leveraging practices from work being done in communities around the state and country, this year's offers describe how they are working towards addressing the Neighborhood & Community Vitality, Strategic Objective 3 in the adopted 2024 Strategic Plan:

Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes.

The Equity & Inclusion Office and the Budget Leadership Team helped guide staff and department teams in writing budget requests that address how existing programs, services and activities can better advance equitable outcomes for all. Additionally, the budget recommends funding for programs, services and activities that specifically address the needs of multilingual communities, people living with disabilities, and access for economically disadvantaged communities.

Resources

- City of Fort Collins Strategic Plan: www.fcgov.com/strategicplan
- City of Fort Collins budget documents: www.fcgov.com/budget
- Budget in Brief Summary: Versions are posted at www.fcgov.com/budget. Spanish and English hard copies are available in City Hall located at 300 Laporte Ave., Fort Collins, CO 80521 or by calling (970) 221-6505 to have a copy mailed to your address.

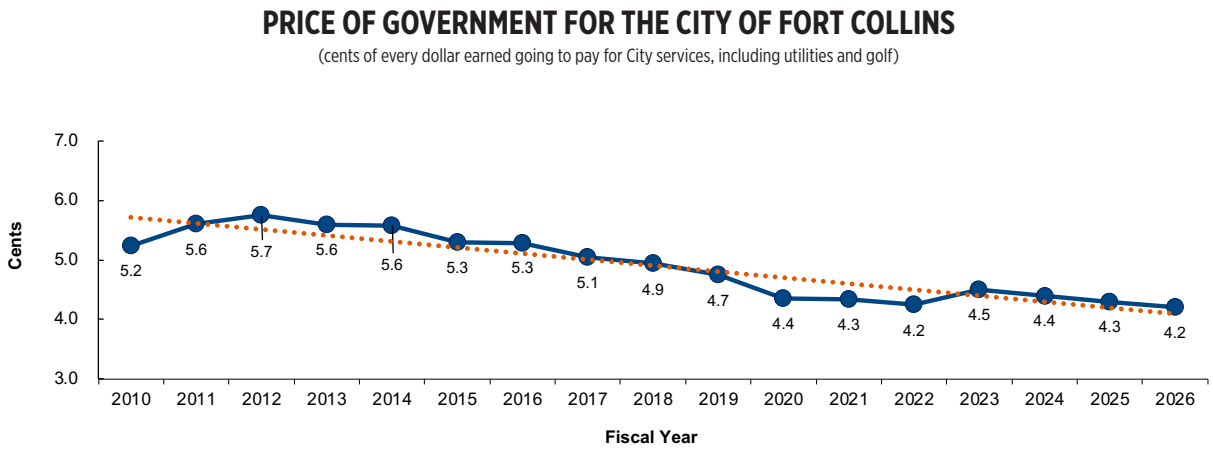


Price of Government

The City continued to use a priority-based budgeting process known as Budgeting for Outcomes (BFO) to prepare the 2025-2026 Adopted Budget. That process, in its purest sense, addresses the fundamental question, “How can community members get the most value for the taxes and fees they pay?”

The concept of the price of government examines how much residents pay for City services compared to the estimated income in the community. This analysis allows the City to compare what Fort Collins residents pay for those services on an annual basis and see how that has changed over time. Historically, Americans have spent approximately the equivalent of 35 cents of every dollar of annual personal income to buy services from their federal, state and local governments. Of the 35 cents, 20 cents has been for services from the federal government, 8 cents for state government services, and 7 cents for local government services.

In calculating the price of government for the 2025-2026 Adopted Budget, data from the United States Bureau of Economic Analysis (BEA) was used. This data is a key input in the calculation of the Fort Collins price of government and, as such, the historical figures represented in the chart have been refreshed from prior-year budget documents whenever the BEA updates those previously reported figures.



NOTE: 2022 is Actual, due to lag time in the availability of data from the U.S. Bureau of Economic Analysis; 2023-2026 are forecasts/projections. Growth Rates for Government Revenues are projected at 3% for 2024, 2025 and 2026 citing the passage of 2023 Ballot Issue 2A.

Fort Collins residents are projected to spend approximately 4.3 cents of each dollar earned on City services in 2025, and 4.2 cents in 2026. This represents the approximate amount of each dollar earned by Fort Collins residents that is projected to be spent on City services.

This is trending down from the slight uptick to 4.5 cents that is projected for 2023; it is still 'projected' since that federal data isn't yet available. The primary driver of that increase was the combination of federal post-pandemic funding, like the American Rescue Plan Act (ARPA), and the updated 2020 Census results indicating that local population declined compared to prior population estimates. This latter data point directly impacts the overall forecasts for community income that is a key component of the price of government model. Economic factors such as inflation also play a role in driving City revenues and thus impacting the overall price of government.

Over the past decade the City's focus on continuous improvement, combined with prudent fiscal leadership, has helped drive a reduction in the price of government for residents from 5.7 cents in 2012 to a recent sustained trend of approximately 4.2 cents to 4.4 cents. The other important driver of these estimated results is due to new residents moving to the area with higher-than-median incomes. Although this downward trend in the price of government is desirable, increased demand for services and maintaining City assets may have an impact in the future.

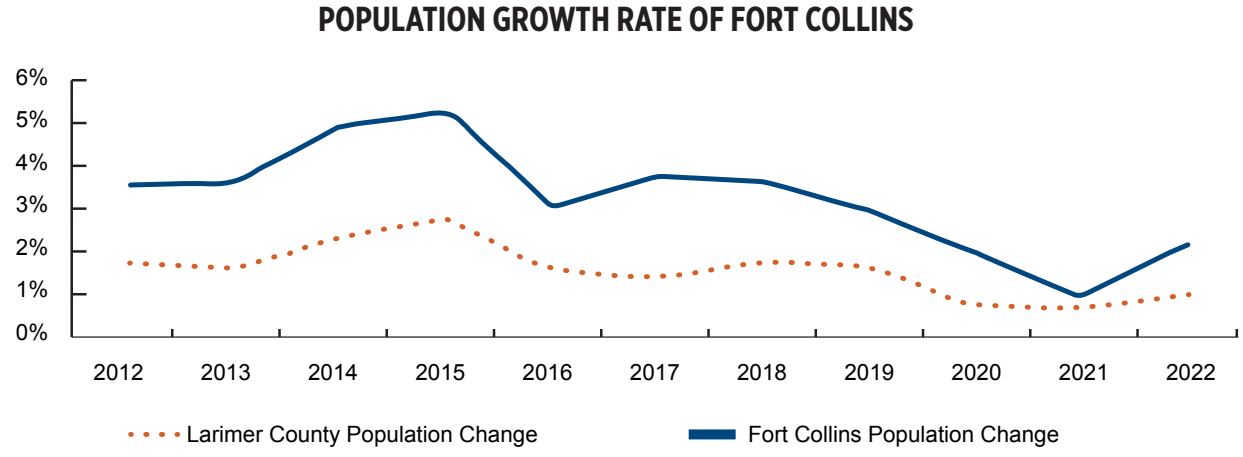
Economic Outlook

Forecasts for 2024 indicated that while the Colorado economy remains resilient, it is experiencing a slower growth rate compared to previous years. The labor market continues to trend positively, surpassing forecasts for the first half of 2024, with continued growth in job openings, labor force expansion, and low unemployment. In June 2024, Colorado ranked 24th nationally for year-over-year employment growth, recording nearly 3 million jobs—1.4% above June 2023 levels. The unemployment rate remains steady at 3.7%, the highest it has been in over two years, while labor force participation remains robust, ranking 4th nationally. National inflation has stabilized, with the Federal Reserve starting to lower interest rates in 2024, and Colorado Consumer Price Inflation increases are also decelerating.

Several key indicators point toward a slowing economy. In the first six months of 2024, the ratio of job openings to unemployed persons decreased from 1.5 to 1.2, returning to pre-pandemic levels for the first time. The labor force growth rate has declined since peaking in December 2023, increasing by only 0.01% in June 2024. Consumer spending has returned to pre-pandemic levels after peaking in 2021, with consumers now appearing more selective, favoring services over goods. Household savings have fallen below the historical average by 2 percentage points, indicating that consumers have less discretionary spending available.

Population

Fort Collins outpaces population growth rates for Colorado and the U.S., but growth has slowed since 2018. Fort Collins' population increased 1% (about 1,650 individuals) from 2021-2022 after reaching a low growth rate of 0.1% in 2021. Colorado population increased 0.5% from 2021-2022 and the U.S. 0.4% over the same period.



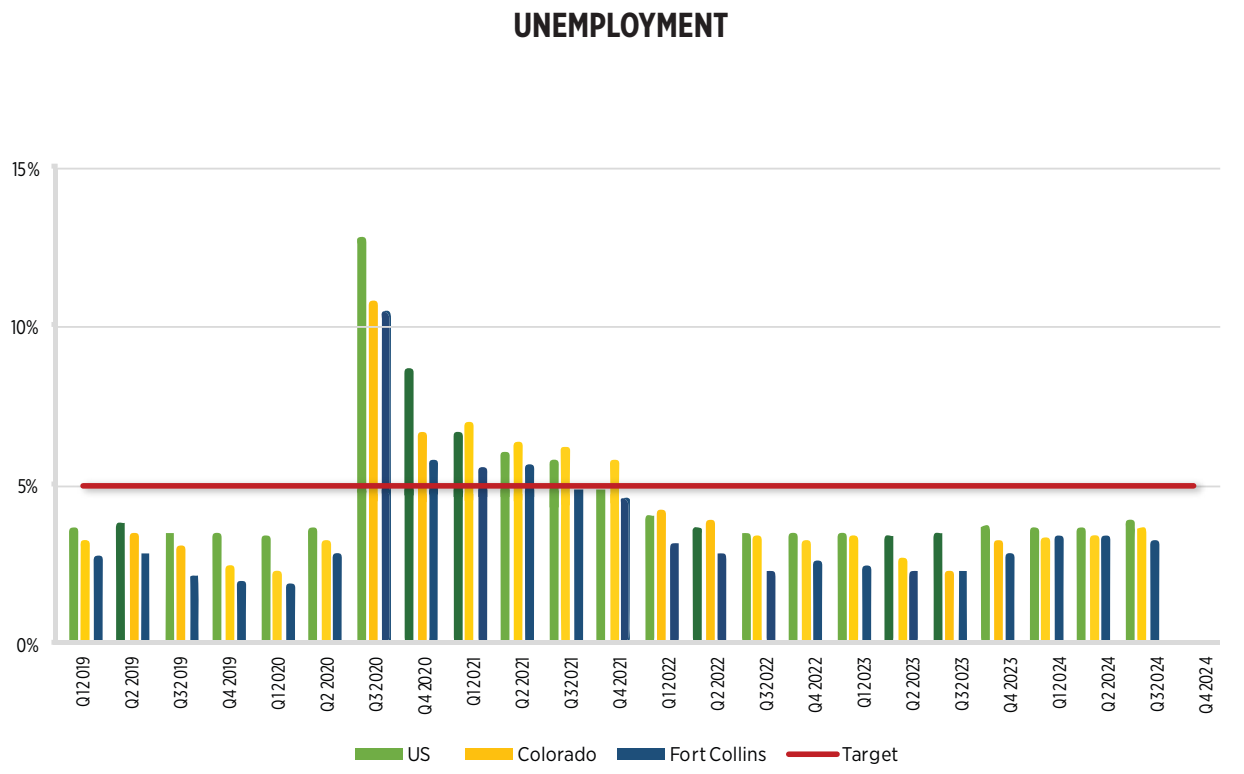
Source: demography.dola.colorado.gov; County Population Estimates, March 2024

The recently released county population estimates showed Larimer County with the fifth-highest growth of all Colorado counties at 0.9%. Larimer County is estimated to add more than 123,000 people by 2050. With Fort Collins representing roughly 46% of the county population, it can be assumed that Fort Collins could potentially see 52,000 new residents by 2050. The largest population growth share is from in-migration, showing that Larimer County is attracting new residents. Colorado overall has slowed down in births and increased in deaths, leading to migration

having the largest impact on population change. Counties with the highest out-migration were metro and mountain counties, including Boulder and Denver County.

Unemployment

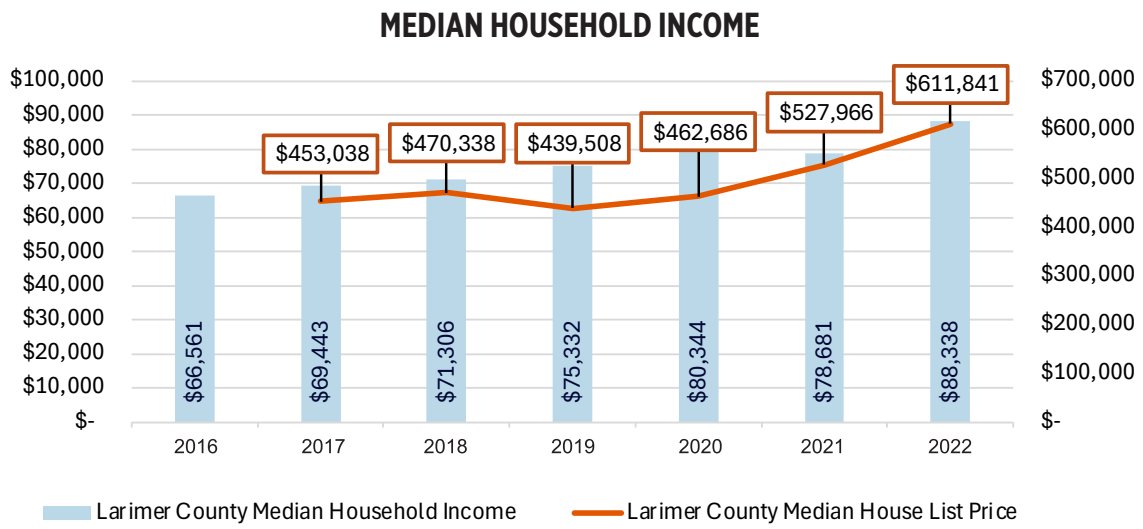
The unemployment rate is defined by the Bureau of Labor Statistics as the percentage of adults who do not have a job, have actively sought work in the last four weeks, and are currently able to work. The unemployment rate is an indicator of access to economic opportunity and high unemployment represents a loss of jobs and income. Colorado's unemployment rate (3.7%, Q2 2024) rebounded to pre-pandemic levels, reflecting a recovery from the economic downturn caused by COVID-19. However, there has been a slow and steady increase over the past year, pointing to potential slowing of the labor market indicated by forecasts. Fort Collins' unemployment rate (3.36%, Q2 2024) appears to be following similar trends but remains below the state and national levels (4%, Q2 2024).



Sources: *Fort Collins - fred.stlouisfed.org/series/FORT608URN*
Colorado - fred.stlouisfed.org/series/COUR

Median Household Income

Wage growth in Fort Collins mirrors the wage stagnation found across the United States, and median household income for Fort Collins in 2022 was $78,977 based on the most recent available data (note that the graph below is data for Larimer County). When we look at the average annual growth rate of median household income in Larimer County from 2017-2022, which is 5%, compared to the median housing price average annual growth rate of 6% over the same period, we see that Larimer County is facing housing costs that have outpaced income growth, significantly more so in 2021 and 2022. Housing that is affordable remains a critical issue for the Fort Collins community.



Source: fred.stlouisfed.org/series/MEDLISPRI22660#0



Commercial Real Estate Vacancy Rates

OFFICE VACANCY RATE

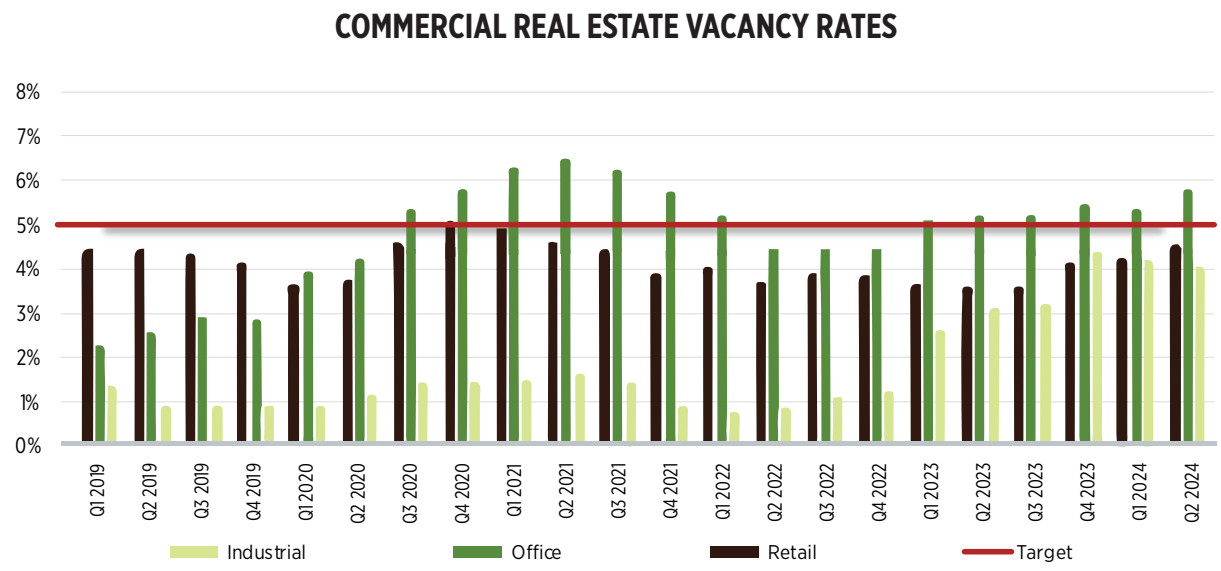
More than four years since the start of the pandemic, the office sector continues to see high vacancy rates. The sector's long-term future remains unclear as hybrid and work-from-home models continue to solidify and rising inflation rates further disincentivize workers to return to office environments.

INDUSTRIAL VACANCY RATE

Vacancy rates continue to drop while activity remains steady in Fort Collins. According to the Cushman and Wakefield Q2 2024 U.S. Industrial Report, the industrial market is being propelled by a resilient economy and strong consumer spending. Despite a recent deceleration, the U.S. industrial market demonstrated positive performance in the second quarter, with net demand increasing as rental rates continue to rise, and a slowdown in the rate at which vacant sublet space became available for the second consecutive quarter.

RETAIL VACANCY RATE

With retail shopping decreasing nationally and larger box stores closing in Fort Collins, there is potential for continued growth for vacancy rates. Cushman and Wakefield's Q2 2024 U.S. Retail Report characterized retail spending as fragmented and decelerated over the past months.



Sources:
www.cushmanwakefield.com/en/united-states/insights/us-marketbeats/us-industrial-marketbeat
www.cushmanwakefield.com/en/united-states/insights/us-marketbeats/us-office-marketbeat-reports
www.cushmanwakefield.com/en/united-states/insights/us-marketbeats/us-shopping-center-marketbeat-report

Inflation

In May 2024, the Consumer Price Index for all Urban Consumers (CPI-U) was reported to be 2.6% over the last 12 months. While that number reflects the inflation rate for the average consumer, the Producer Price Index (PPI) reported the inflation rate for the average producer in the last twelve months also up at 2.6%. PPI measures the average change over time in selling prices for domestic producers of goods and services.

The Employment Cost Index (ECI) measures the change in the hourly cost of labor to employers, including wages, salaries and employee benefits. Across all industry sectors, compensation costs saw an average increase of 5.1% in the last twelve months ending in June 2024 and benefit costs increased 4.8% over the same period.

Sources:

- *www.bls.gov/regions/mountain-plains/news-release/consumerpriceindex_denver.htm (note that the Denver-Aurora-Lakewood CPI-U is used for the whole state)*
- *www.bls.gov/ppi*
- *www.bls.gov/regions/mountain-plains/data/xg-tables/ro7xg04.htm*

Credit Rating

In 2023 Moody's Investor Services reassessed the City's credit rating and reassigned an Aaa rating. No assessment has been completed yet in 2024. The primary drivers for this continued credit rating are:

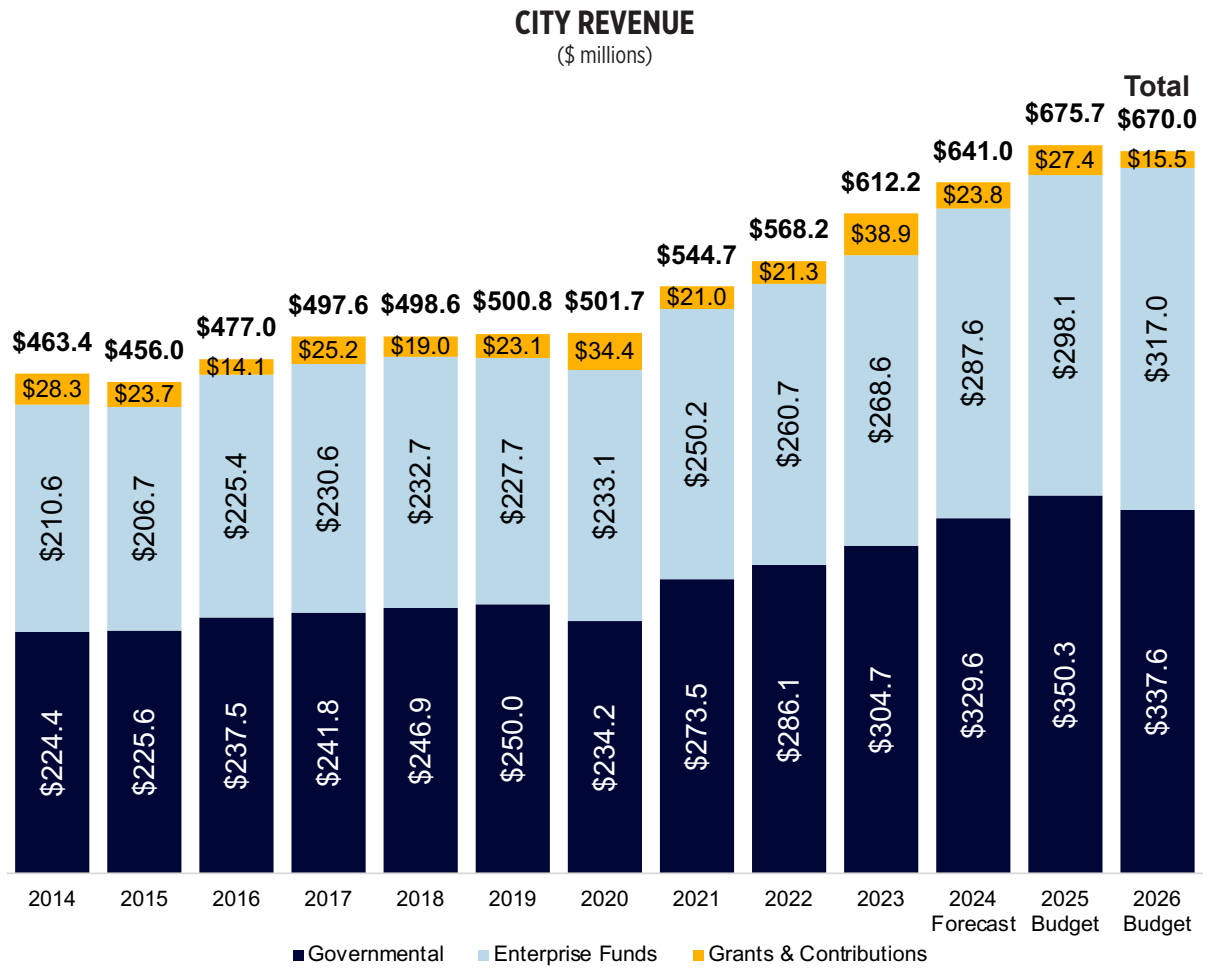
- The City's sizable and vibrant economy with a large and expanding tax base and a strong institutional presence
- Colorado State University (CSU) as an economic anchor
- The long trend of healthy financial operations and reserves, including benefiting from very low debt, pension and fixed-cost burden

This highly favorable investment grade credit rating, maintained by less than 5% of governments, allows the City to pay less interest on its debt issuances.

2025-2026 Revenue

Actual 2024 year-to-date revenue has been slightly favorable in most areas, interest income most notably. Acknowledging economic concerns about potential recession, this budget reflects a cautious outlook for continued modest growth. This outlook is reflected in the assumptions used to estimate revenues in the 2025-2026 Budget.

The budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources complex. This section provides an overview of some of the key revenue sources that make up the overall budget.



** Revenues exclude the impact of unrealized investment gains or losses.*
*** This chart only includes Governmental Funds and Enterprise Funds. The amounts will be slightly different from the net revenue on the Revenue Summary table, since that table includes all City funds.*
**** The decline in Governmental Revenue in 2026 is due to the expiration of two 0.25% renewable taxes at the end of 2025. Of those, the Street Maintenance 0.25% tax was renewed by the voters in November 2024, but those revenues are not reflected in the chart above.*

Governmental Revenue

Governmental revenue includes all revenue except those collected from rates that support enterprise operations such as utilities, broadband and golf. The General Fund accounts for about 63% of all governmental revenue in the current budget. Those General Fund revenues support a wide array of basic municipal services and the specific revenues supporting these municipal operations come from multiple sources. Revenue growth assumptions for each of the major revenue sources are described below.

Sales Tax
2025 Sales Tax revenue accounts for about 57% of the General Fund revenue and just over 48% of total governmental revenues. The 2025 forecasted Sales Tax assumes 3.0% growth over the 2024 budget amounting to $183.4M Citywide. The 2026 forecast in this budget excludes two renewable 0.25% voter-approved Sales and Use Tax initiatives, which are scheduled to end on December 31, 2025. Each 0.25% Sales and Use Tax generates about $11.3M in annual revenue. In November 2024, voters approved the renewal of the Street Maintenance Tax, which is not reflected in this budget. Those 2026 revenues will be included in the 2026 Budget Revision process. If voters approve renewal of the Community Capital Improvement Tax in November 2025, that revenue adjustment will be made via separate City Council approval, called a supplemental appropriation, in early 2026.

Use Tax
Use tax receipts reflect the local community's investment in new equipment and buildings, as well as vehicle purchases. 2025 Use Tax revenue accounts for about 7.5% of the General Fund revenue and 6.5% of total governmental revenues. The 2025-2026 Budget assumes Use Tax collections of $25.0M in 2025 with a corresponding reduction in 2026 based on the expiring 0.25% Sales and Use Taxes described immediately above.

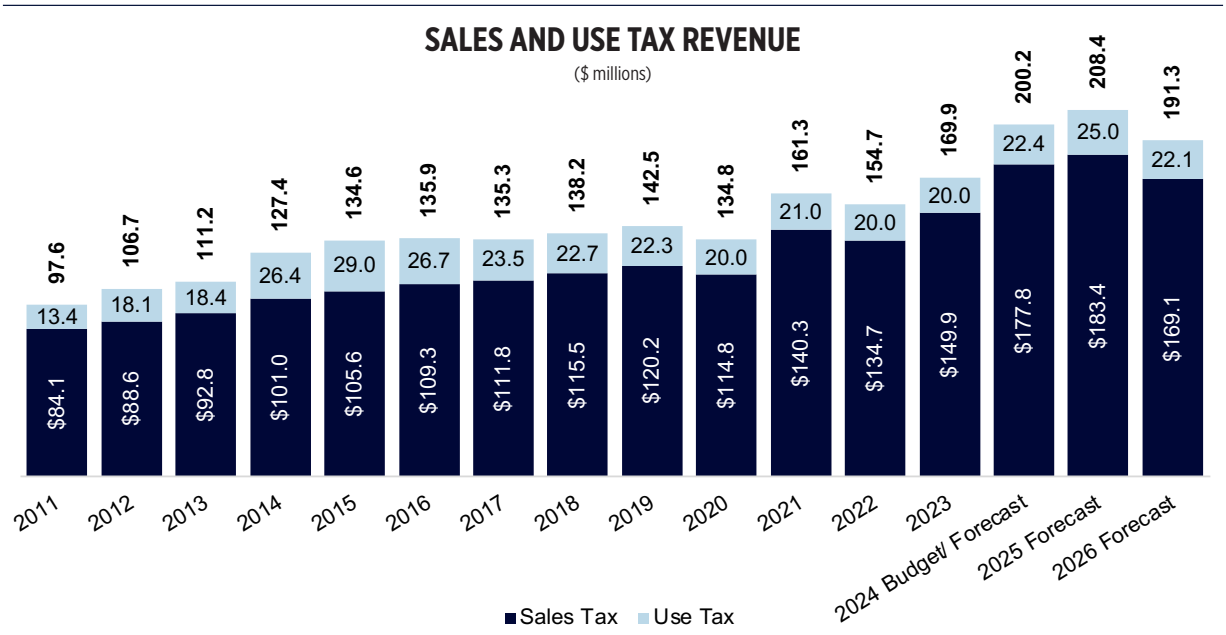
Property Tax
2025 Property Tax revenue accounts for about 14% of the General Fund revenue collected and 9% of total governmental revenue. The property tax assessment remains unchanged since 1992 at 9.797 mills. In a significant change from recent property tax assessments, Property Taxes for 2025 are anticipated to increase only 1% over 2024 budgeted assessments and another 2% in 2026. Per an intergovernmental agreement, 66% of Property Tax is given to Poudre Fire Authority (PFA).

Payments in Lieu of Taxes (PILOT)
PILOTs are collected by all City-owned utilities except for Stormwater. In 2025 these payments account for about 6% of the General Fund revenue and just under 4% of total governmental revenue. For broadband, the PILOT is also 6% of Connexion's gross internet receipts paid to the General Fund and dedicated to Digital Inclusion per City Council priority. This dedicated revenue enables the City to deliver on its commitment to reduce the digital divide and increase the digital fluency of all residents.

User Charges/Fees
This category includes park fees, recreation fees, development fees, administrative charges, court costs, etc. This revenue source accounts for a little over 5% of the General Fund revenue collected and about 13.5% of total governmental revenue. User charges and fees vary significantly by the type of charge or fee.

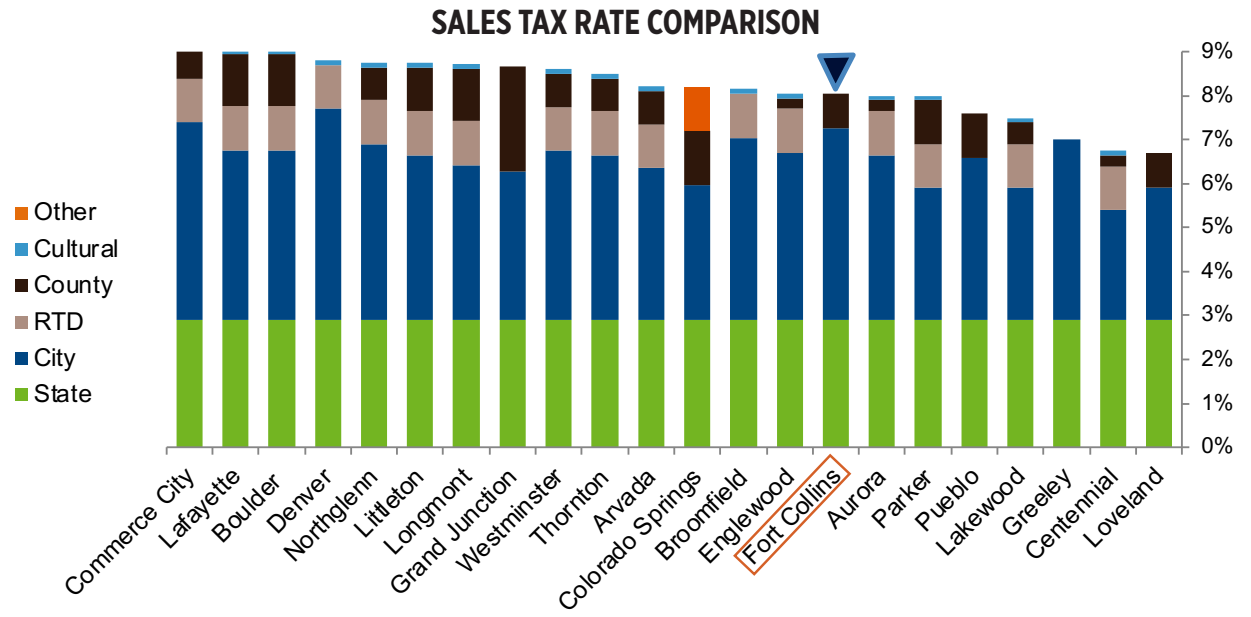
Sales and Use Tax Trends

The rate for sales and use taxes earmarked for general operations remains at 2.85% along with four 0.25% and one 0.50% voter-approved tax initiatives, which are available for the various restricted purposes listed in the ballot language. Thus, the total City tax rate is 4.35%. The chart shows the history of Sales and Use Tax collections; again, the decline shown for 2026 reflects the two renewable Sales and Use Taxes expiring at the end of 2025.



Sales Tax Rate Comparison

Including the county and state sales tax rates, the overall sales tax rate in Fort Collins is 8.05%. This table shows the City's total sales tax rate compared with other Front Range cities.



Note: Includes all city, county, state and special district taxes with data as of July 2024

Enterprise Fund Revenue & Utility Rates

The City's Enterprise Funds are those funds that provide services based on fees generated to support operations. These services include Electric, Water, Wastewater, Stormwater, and Broadband. It should be noted that Broadband is still in buildout mode as it continues to work to provide new service opportunities to residents and businesses.

The following table is a summary of 2024 through 2026 average rate increases:

Utility Rate Adjustments

	Actual 2024	Budget 2025	Budget 2026
Water	4.0%	7.0%	9.0%
Wastewater	4.0%	6.0%	8.0%
Stormwater	3.0%	6.0%	6.0%
Electric	5.0%	6.5%	6.0%

Rate increases for the existing utilities are:

WATER UTILITY

The Water Utility rate increases of 7.0% in 2025 and 9.0% in 2026 are driven by a combination of planned capital replacement projects, as well as an updated long-term capital improvement plan impacted by higher inflationary costs.

WASTEWATER UTILITY

Increases in the Wastewater Utility of 6.0% in 2025 and 8.0% in 2026 are driven by increasing operating and material costs, as well as capital improvements.

STORMWATER UTILITY

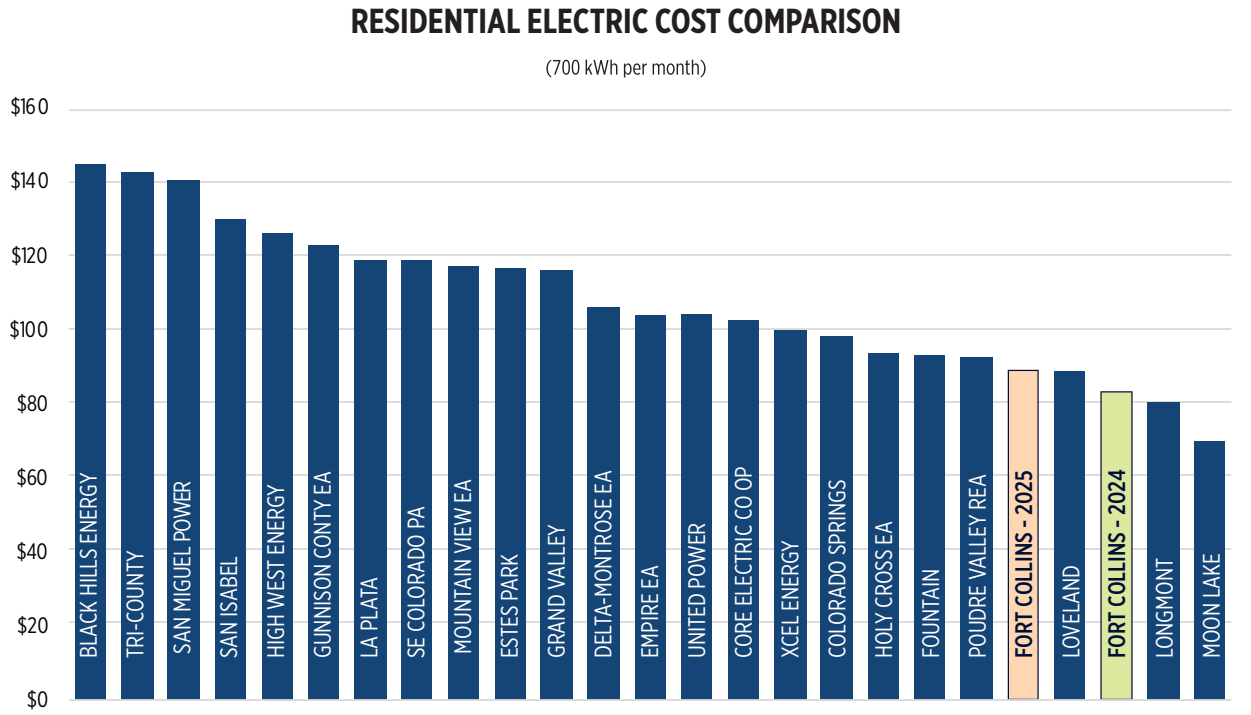
Stormwater capital investments will need to be paid for through a combination of new development fees, available cash reserves and potential bond proceeds. Inflationary pressures on materials needed for these investments will require rate increases of 6.0% in both years of this budget cycle. Recent increases in the cost of capital will have a direct impact on anticipated future debt issuances.

ELECTRIC UTILITY

Electric rates are proposed to increase 6.5% in 2025 and 6.0% in 2026 due to inflationary pressures driving significant cost increases in capital investments, as well as the anticipated increased power supply costs from Platte River Power Authority (PRPA). The City purchases wholesale power from PRPA and then distributes it to customers. The PRPA Board finalized rate changes in October 2024 before and those rates are incorporated into the 2025-2026 Adopted Budget.

Residential Electric Cost Comparison

The following table shows comparable electric rates among Fort Collins and other electric utilities in the area for 700 kilowatt hours (kWh) of residential usage. Fort Collins continues to have one of the lowest electric rates in the state. The green bar in the graph represents the cost based on the 2024 average rates; the orange bar represents the cost in 2025 with the adopted electric rate increase.



Colorado Utilities with more than 7,500 residential meters
Source: Colorado Association of Municipal Utilities, January 2024 data

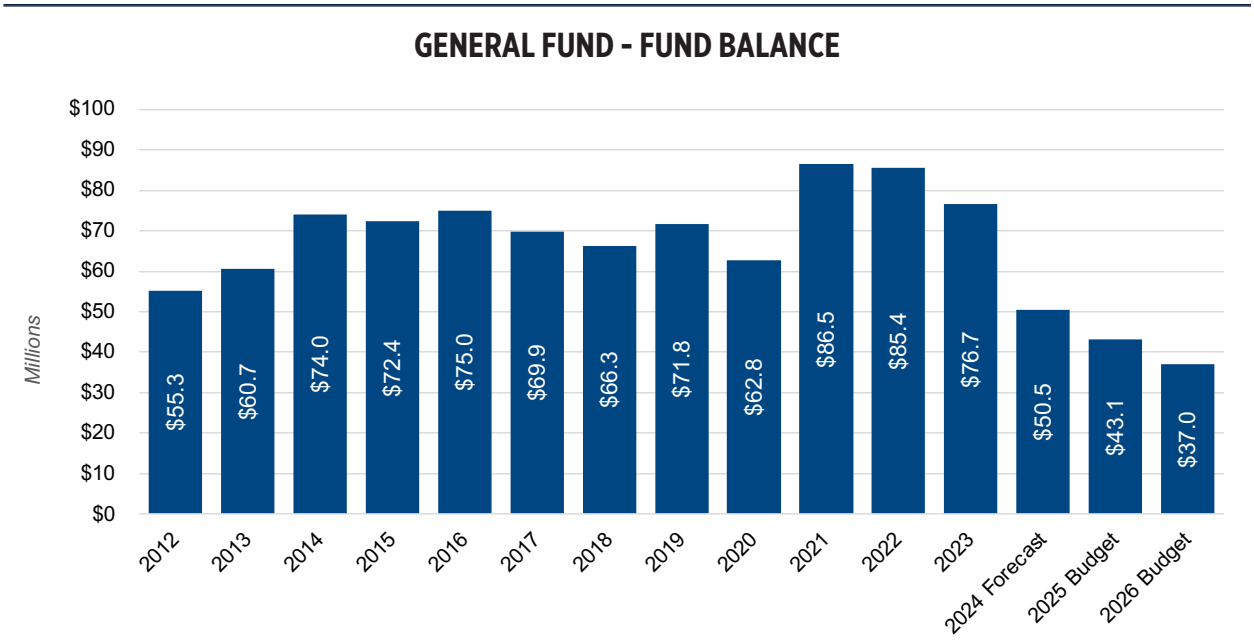
2025-2026 Reserves

The General Fund year-end balances grew from 2012 to 2014 due to an improving economy coming out of the Great Recession and intentional efforts to retain a portion of each year's unanticipated revenue to minimize the impact of future economic downturns. Fund balance hovered around $70M for the next few years until the pandemic hit.

Reserves were used during 2020 to offset declining revenues due to COVID-19 while trying to minimize program and service delivery impacts to the community. 2021 saw a strong economic rebound deliver sales tax growth above budget along with budgetary underspend driven by pandemic-related challenges like the global supply chain. Those financial forces continued in 2022, nullifying planned use of General Fund reserves in the 2022 Budget.

The 2023-2024 Adopted Budget leveraged that financial opportunity to make significant investments in asset management and other capital needs that have been growing during the recent times of pandemic-related uncertainty. Federal ARPA funds are also reflected in those budget years.

Decreases in the fund balance for 2024 reflect use of that ARPA funding, along with the large inflationary pressures impacting the cost of goods and services purchased by the City. The projected fund balances for 2025-2026 are still healthy and above policy minimums.



The next chart displays the historical budgeted use of reserves. The City intentionally builds and uses reserves for investments in significant capital projects. The higher use of reserves since the pandemic has primarily been driven by renewed attention to asset management, as well as new capital projects. In the 2025-2026 Budget the very real impacts of inflation, especially construction inflation, are being realized, which has had significant impact on rising capital project costs.

HISTORICAL USE OF RESERVES

($ millions)

Fund	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
General Fund	$6.2	$5.1	$3.4	$4.0	$8.4	$6.7	$5.6	$8.4	$7.3	$6.0
American Rescue Plan	-	-	-	-	-	4.1	10.9	4.9	-	-
Capital Expansion	-	-	-	1.4	3.5	0.1	0.03	0.03	-	-
KFCG	5.2	4.8	1.7	1.5	3.1	2.0	1.6	-	-	-
2050 Tax Climate	-	-	-	-	-	-	-	-	-	-
2050 Tax Transit								-	0.9	-
2050 Tax Parks	-	-	-	-	-	-	-	-	0.5	0.1
Neighborhood Parkland	0.8	1.2	1.4	-	-	2.9	2.1	2.1	-	2.3
Natural Areas	0.6	1.3	0.3	-	0.3	1.1	0.8	-	2.7	0.1
Transit	0.4	0.4	0.1	-	1.5	-	-	-	-	-
Transportation Cap Ex	0.9	1.1	5.4	0.2	1.1	-	-	-	2.6	0.2
Transportation	1.4	2.8	2.2	2.6	1.5	0.8	3.2	2.7	3.1	1.0
Light & Power	9.5	4.5	0.3	-	1.6	-	4.3	5.9	-	-
Water	1.1	1.0	-	-	2.7	5.9	18.0	12.6	2.6	0.1
Wastewater	1.3	6.8	-	-	7.0	0.5	6.7	2.4	5.5	4.5
Stormwater	1.3	1.1	-	-	4.9	0.1	1.0	4.0	0.0	5.0
Self Insurance	-	-	0.0	0.1	-	-	-	-	0.7	0.9
Data & Communications	1.7	0.2	0.9	0.5	0.5	0.7	-	0.8	0.1	0.1
Benefits	-	-	-	0.6	1.1	3.8	1.8	2.4	0.4	0.3
CSA	-	0.1	0.3	0.2	-	1.6	0.6	0.7	-	-
All Other Funds	1.7	1.7	2.6	0.9	10.4	2.6	2.7	0.5	3.7	2.0
Grand Total	**$32.1**	**$32.1**	**$18.6**	**$12.0**	**$47.6**	**$32.9**	**$59.3**	**$47.4**	**$30.1**	**$22.6**

Note: The figures above exclude the General Employees Retirement Plan Fund, since reserves fund the plan as designed, and the Broadband Fund due to the communicated business intention of using reserves for operations until anticipated revenue levels cover ongoing expenses. The Downtown Development Authority (DDA) is also excluded.

Overall City fund balances are healthy and above local and state requirements for minimum fund balances. Solid financial management of City finances has enabled the prudent build-up of reserves, which are then typically used for larger capital projects and other strategic investments, as included in the 2025-2026 Budget. The City closely monitors fund balance relative to economic conditions and forecasts. This table displays Citywide fund balances and how they have changed over the last few years.

YEAR-END FUND BALANCE

($ millions)

Fund	Actual Fund Balance 12/31/23	Projected Fund Balance 12/31/24	Projected Fund Balance 12/31/25	Projected Fund Balance 12/31/26
General	76.7	50.5	$43.1	$37.0
2050 Tax Parks Rec Transit OCF	0.0	8.9	16.5	26.7
Transportation Services	13.8	6.7	2.3	1.4
Capital Projects	(0.5)	(0.3)	(0.2)	0.1
Other Governmental Funds	132.6	113.4	110.9	121.5
Electric and Telecommunications *	209.8	208.9	210.1	214.5
Water *	342.5	341.9	350.7	354.8
Wastewater *	200.3	200.9	205.9	205.6
Stormwater *	176.5	179.8	185.2	190.6
Internal Service Funds	57.2	52.2	56.7	59.9
Other Funds	66.4	65.3	64.0	63.0
Grand Total	**$1,275.2**	**$1,228.2**	**$1,245.2**	**$1,275.1**

Notes:
1) Dollars are shown in millions.
2) Fund balance is composed of unrestricted, restricted and non-liquid assets. The fund balances of funds with an asterisk (*) include non-liquid capital assets such as land and buildings.
3) Includes GID and URA fund balances, but not DDA fund balances.

2025-2026 Budget Summary

The total budgets for all City funds for 2025 and 2026 are $921.4M and $863.9M, respectively. This table compares the original 2024 Budget with the 2025-2026 Adopted Budget, including the net operating budgets, capital improvement budgets and debt service. The Net City Budget (the budget excluding internal transfers and charges) is $693.3M for 2025, an increase of 10.9% compared to the 2024 Net City Adopted Budget. The passage of 2023 ballot initiative 2A is a significant contributor to this budgeted growth. The Net City Budget for 2026 is $656.3, a decrease of 5.3% due to the expiration of two 0.25% renewable Sales and Use Taxes for the Street Maintenance Program and the Community Capital Improvement Program.

TOTAL AND NET CITY BUDGET

($ millions)

	Adopted 2024	2025	% Change	2026	% Change
Operating	$718.1	$776.6	8.1%	$757.0	-2.5%
Debt	52.0	47.0	-9.5%	55.6	18.2%
Capital*	65.2	108.2	65.9%	63.7	-41.1%
Total City Appropriations**	**$835.3**	**931.7**	**11.5%**	**876.2**	**-6.0%**
Less					
Internal Service Funds	($99.4)	($104.1)	4.7%	($109.5)	5.2%
Transfers to Other Funds	(78.1)	(96.6)	23.9%	(72.1)	-25.4%
GIDs	(0.2)	(0.3)	0.5%	(0.3)	0.3%
URAs	(6.1)	(5.2)	-15.3%	(4.8)	-7.8%
DDA	(26.3)	(31.6)	20.0%	(31.6)	0.0%
Total	($210.2)	($237.9)	13.2%	($218.4)	-8.2%
Net City Budget	$625.1	$693.9	11.0%	$657.9	-5.2%

** Capital in this table includes all capital-related items, which will be significantly greater than the sum of Capital Project offers.*
***This includes the GID #1, GID #15, URA and DDA, all of which are appropriated in separate ordinances.*



Capital Improvements

The City allocates revenues for a variety of capital improvement projects ranging from street projects and City facility improvements to electric substations. As shown in the Total and Net City Budget table, the capital projects included in the 2025-2026 Adopted Budget total $108.2M in 2025 and $63.7M in 2026. It is important to note that the City budget does not typically include grants, which can be for significant capital projects. Grants go through individual Council approvals, called appropriation ordinances, as the grant details and amounts are not typically known at the time the budget is created, and are finalized throughout the year. The primary exceptions to this are the federal operating and capital grants leveraged in the Transit Fund to support public transportation.

The 2025-2026 Budget funds numerous large capital projects in Parks and Recreation, Transportation, and Utilities. These projects include, but are not limited to recreational trail development, neighborhood park design and construction, and intersection improvements, as well as various street, bridge and sidewalk improvements. Various infrastructure projects and system improvements across all five utilities are also in this budget. The following capital projects map displays where the capital projects are located and is followed by a list of those projects.

Community Capital Improvement Program (CCIP)

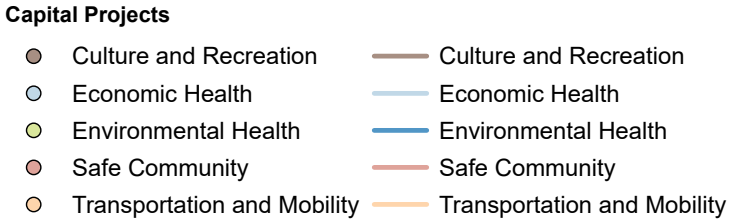
The tenth and final year of capital projects in the Community Capital Improvement Program (CCIP), the voter-approved renewal of the Building on Basics tax initiative, are included in Year 1 of the 2025-2026 Adopted Budget. The CCIP projects include inflation above the 2015 project cost estimates (in thousands of dollars).

Project	2025
Arterial Intersection Improvements	$1,300
Bicycle Infrastructure Improvements	1,300
Bus Stop Improvements	100
Nature in the City	750
Pedestrian Sidewalk / ADA Compliance	2,400
Transfort Bus Fleet Replacement	1,000
SE Community Center with Pool	15,201
TOTAL	**$22,051**

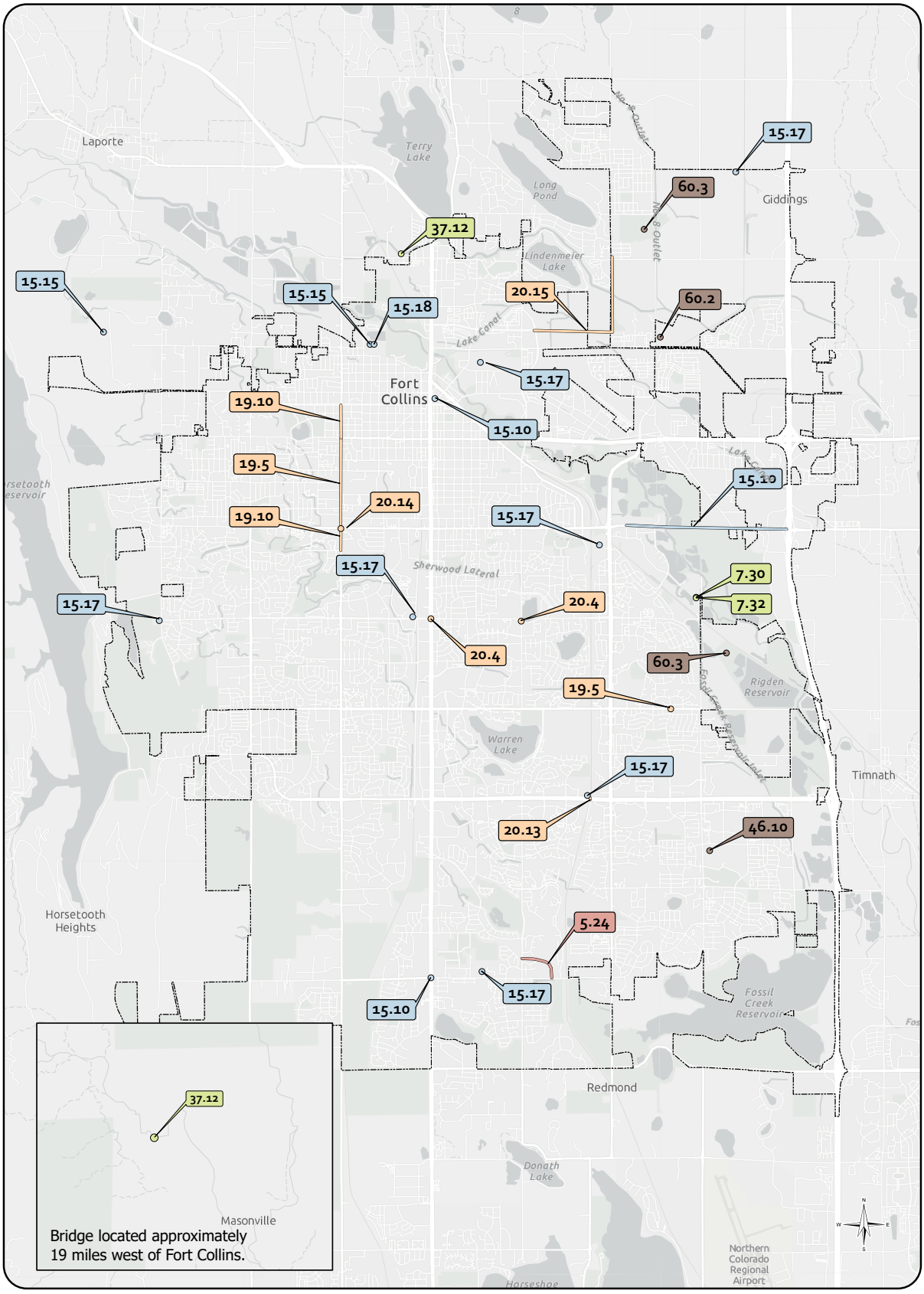
Map of Proposed Capital Projects

The following map displays the proposed capital projects included in the Adopted Budget. The numbers on the map correspond to the offer number of the budget request. More information about those specific projects, as well as all budget requests, is available online at fcgov.com/budget.

MAP KEY



2025-2026 CAPITAL PROJECTS



2025-2026 CAPITAL PROJECTS

Culture & Recreation	**46. 10**	Southeast Community Center | Location: 10-acre parcel on the Southeast corner of Ziegler Road and Rock Creek Drive	$15,201,000	$0
	60.1	Recreational Trail Development *	$3,069,791	$2,478,459
	60.2	Neighborhood Park Development | Location: south of Vine Drive and east of Timberline Road in the Mosaic neighborhood	$2,112,307	$4,463,841
	60.3	Community Park Development | Location: pre-development work for both the east community park site, located near the intersection of Drake and Ziegler roads, and the northeast community park site, located within the Montava Development near the intersection of Mountain Vista Drive and Timberline Road.	$1,049,886	$253,819
Economic Health	**15. 10**	Utilities: Light & Power - System Relocations Due to Road, Intersection and Alley Improvements | Location: DDA Alley Improvements; East Prospect Road widening and Various Other Locations	$400,000	$400,000
	15.15	Utilities: Light & Power - Training Field and Lab Enhancements | Location: 3400 W. Vine Dr. (training field) and 700 Wood St. (lab)	$100,000	$100,000
	15.16	Utilities: Light & Power - Rear Lot to Front Lot Electrical Conversions *	$400,000	$400,000
	15.17	Utilities: Light & Power - Substation access control and security technology upgrades | Location : 7 City Locations	$500,000	$500,000
	15.18	Utilities: Light & Power - Maximo Software Consultation| 700 Wood Street	$375,000	$375,000
Environmental Health	**7.23**	Utilities Light & Power: Virtual Power Plant Development and Enrollment *	$1,215,000	$1,315,000
	7 .30	Utilities: Wastewater DWRF Sidestream Phosphorus Removal Phase 2 | Location Drake Water Reclamation Facility, 3036 Environmental Dr.	$1,000,000	$0
	7.32	Utilities: Wastewater DWRF Preliminary Treatment Preliminary Design | Location: Drake Water Reclamation Facility, 3036 Environmental Dr.	$2,000,000	$0
	37.12	Natural Areas Bridge Replacements | Location: north of Willox Lane, west of College Avenue; and north side of Bobcat Ridge Natural Area in Masonville, off Buckhorn Road	$2,500,000	$0

2025-2026 CAPITAL PROJECTS

Safe Community	**5.24**	Utilities: Stormwater - Fossil Creek Stream Rehab Trilby to Lemay | Location: This Fossil Creek reach extends from the roadway bridge at Lemay Avenue to the roadway culvert at Trilby Road and includes Southridge Greens Golf Course and the Paragon Point neighborhood.	$1,400,000	$5,000,000
	5.38	Utilities: Combined One Water Laboratory *	$4,500,000	$0
Transportation & Mobility	**19.5**	CCIP - Bicycle Infrastructure | Locations: Horsetooth Road/Kingsley Drive pedestrian hybrid beacon, and Shields Street from Mulberry Street to Prospect Road separated bike lane design	$1,300,000	$0
	19.10	Active Modes Plan Infrastructure Implementation | Location: Shields Street from Mountain Avenue to Mulberry Street (construction), and Shields Street/Prospect Road to Shields Street/Stuart Road (design)	$1,680,000	$0
	20.4	CCIP - Arterial Intersections | Locations: Arterial intersections at Drake and College, Drake and Lemay, as well as other high priority locations	$1,300,000	$0
	20.5	CCIP - Pedestrian Sidewalk - ADA *	$2,400,000	$0
	20.13	Power Trail at Harmony Road Grade-Separated Crossing | Location: the northern section of the Power Trail ends, the project proceeds due south to Harmony Road. At Harmony Road there will be a grade-separated crossing (underpass).	$673,371	$0
	20.15	Turnberry Road and Suniga Road Extensions | Locations: Turnberry Road, south of Mountain Vista, extending to the future Suniga Road connection	$0	$200,000
	65.6	CCIP - ADA Bus Stop Improvements	$100,000	$0

Note: Offers listed above with an asterisk (*) are not included on the map, as those offers do not currently have a physical location determined or are otherwise not applicable to the map.

BUDGET PROCESS AND BASIS

The City Budget

The City provides a wide variety of services to the residents and businesses in Fort Collins. Municipal services are financed through a variety of taxes, fees, charges for service, and intergovernmental assistance. To plan for the delivery of effective services and efficiently manage the revenues which support those services, the City adopts a budget, also known as a financial plan.

Direction for the budget comes from many distinct sources. The State Constitution and the City Charter provide the basic legal requirements and timelines for the process. Council goals and public input provide the policy direction to respond to the needs of the community.

The fiscal year of the City is the calendar year. By Charter, the City may adopt budgets for a budget term of one or more fiscal year(s). The City considers and adopts a biennial, or two-year, budget. However, when the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year; an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

Budget Process

The intent of the process is more than just budget preparation and financial presentation of revenue and expenditures. The most important piece is the generation of a sound operational plan to serve the residents and businesses of the community.

The City of Fort Collins Charter establishes the time limits pertaining to the adoption of the budget. The budget process and schedule of development is designed to fit within the Charter mandate and to allow for active participation by the City Council and City staff, with emphasis on public input.

The City's Financial and Management Policies guide preparation and long-range planning. The City Manager and Chief Financial Officer, along with the other executive directors, develop the guidelines, consistent with the policies, to be used for budget preparation. The aforementioned individuals are collectively referred to as the Budget Leadership Team. During the development of the budget, various department and division representatives may be called upon to provide their expertise. In addition, the City Council takes the City Manager's Recommended Budget and provides guidance to staff of changes they want incorporated into their final adopted Budget, which is ultimately the community's budget. The City's budget is typically developed from March through November every two years.

The City's 2025-2026 Biennial Budget was prepared using Budgeting for Outcomes (BFO)

The City has used a budgeting process called Budgeting for Outcomes (BFO), which is a form of Priority Based Budgeting, since 2005. This process is a recommended best practice by the Government Finance Officers Association (GFOA). It is a systematic process driven by goals and performance, to provide information that links budgeting to planning and results. Its purpose is to better align the services delivered by the City with the things that are most important to the community. The process begins in March after the completion of the City's Strategic Plan. During that month, departments develop multi-year revenue projections and enter them into our budgeting software called the Budget Analysis and Reporting Tool (BART). These revenue projections effectively set the "price of government"; the amount available for purchasing programs and services that will help achieve the key Outcomes. The City has seven Outcomes:

- High Performing Government
- Culture and Recreation
- Economic Health
- Environmental Health
- Neighborhood and Community Vitality
- Safe Community
- Transportation & Mobility

- During *March and April*, City staff from all departments and divisions (a.k.a. Sellers) prepares budget requests, called Offers, that support the City's Strategic Plan. Each Offer is submitted to one of the City's key strategic Outcomes.

- For each Outcome a BFO Team is created. Each of the seven BFO Teams is comprised of cross-functional staff members. During *May and June,* the Offers are reviewed by these teams, who work with the Sellers to refine their Offers to be as efficient and effective as possible. The Offers are then ranked in priority order and recommended for inclusion or omission from the City Manager's Recommended Budget, based upon the Offer's merits relative to the Outcome to which it was submitted and the resources available.

- In *July* the Budget Leadership Team reviews all the recommendations by the BFO Teams and ultimately creates the City Manager's Recommended Budget. The Offers are listed in rank order of proposed funding in Ranking Platforms which are located near the beginning of each Outcome section of this document. The Offer summaries follow directly after the Ranking Platforms and all the detail of each Offer can be found on the City's web site at www.fcgov.com/budget.

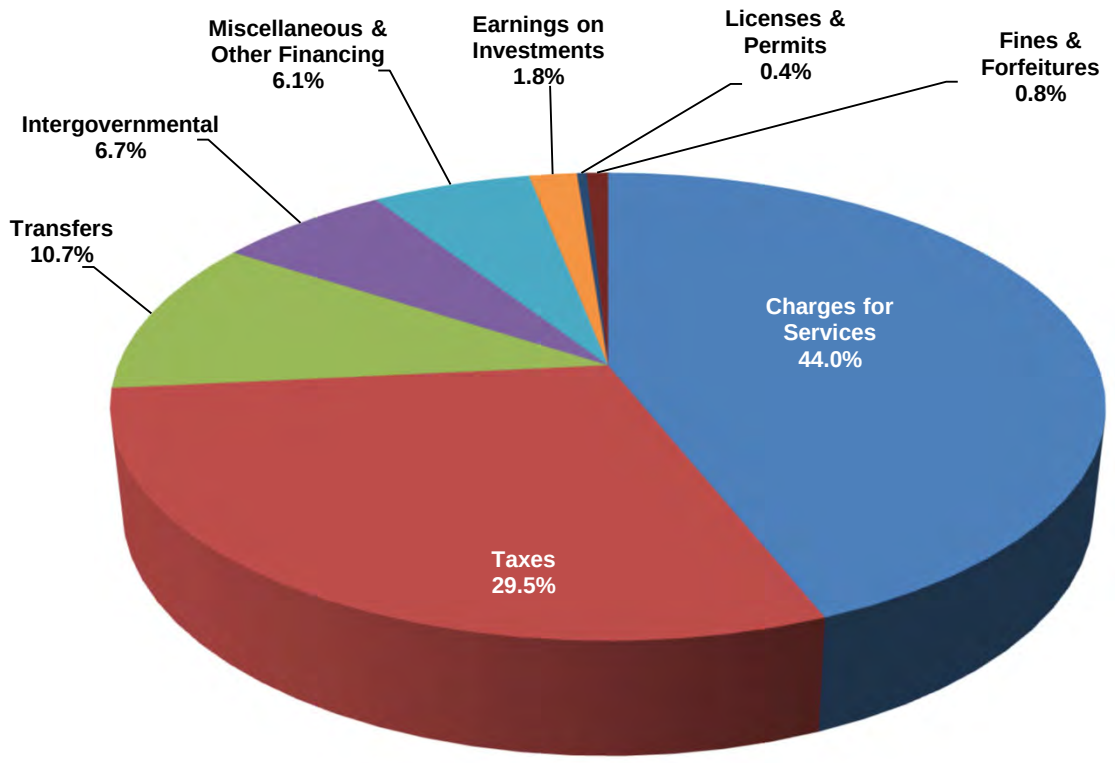
- The City Manager's Recommended Budget is submitted to City Council before the first Monday in *September* per City Charter requirements. The Recommended Budget is made available for public inspection at this time and information about it is published in the local newspaper for public review. In addition, two public hearings and several Council Work

Sessions are held in *September and October*. The budget for the ensuing term and the annual appropriation ordinance is adopted no later than *November 30*.

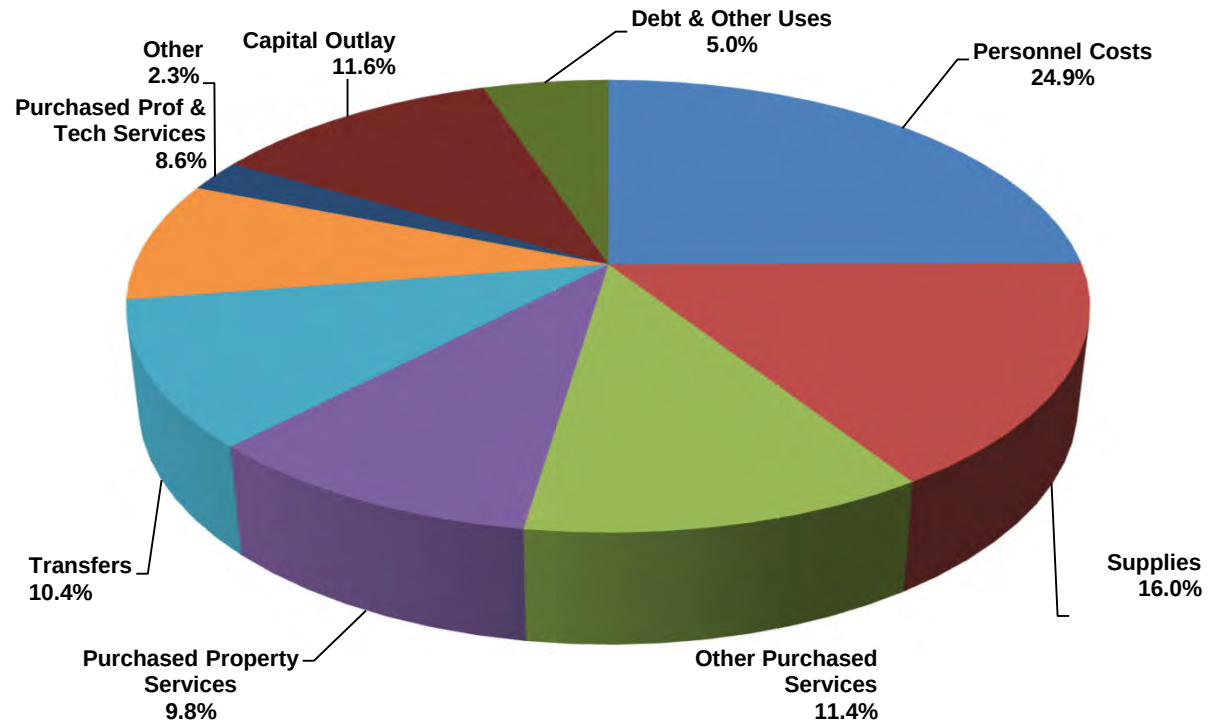
When the City does a two-year budget, a budget revision process is conducted during the first fiscal year of the adopted budget term. Revenue and expenditure projections for the budget term are reviewed in July and, if need be, adjusted. The City Manager may present any budget adjustment recommendations to the City Council in work sessions and then Council may amend the budget and, as required by the State and City Charter, appropriates or authorizes expenditures for the coming fiscal year.

There are generally two opportunities during the fiscal year for supplemental additions to the annual appropriation approved by Council. The first is usually adopted in March/April to re-appropriate funds from the previous year's ending balance for projects or obligations that were approved, but not completed, during the year. The second opportunity in the 2nd half of the year is used to fine-tune (adjust) the current fiscal year for previously unforeseen events. In addition, if revenue is received during the fiscal year from a source that was not anticipated at the time of budget adoption or it is deemed that there is a prudent need to use financial reserves, Council may appropriate that unanticipated revenue or prior year reserves for expenditure anytime during the year.

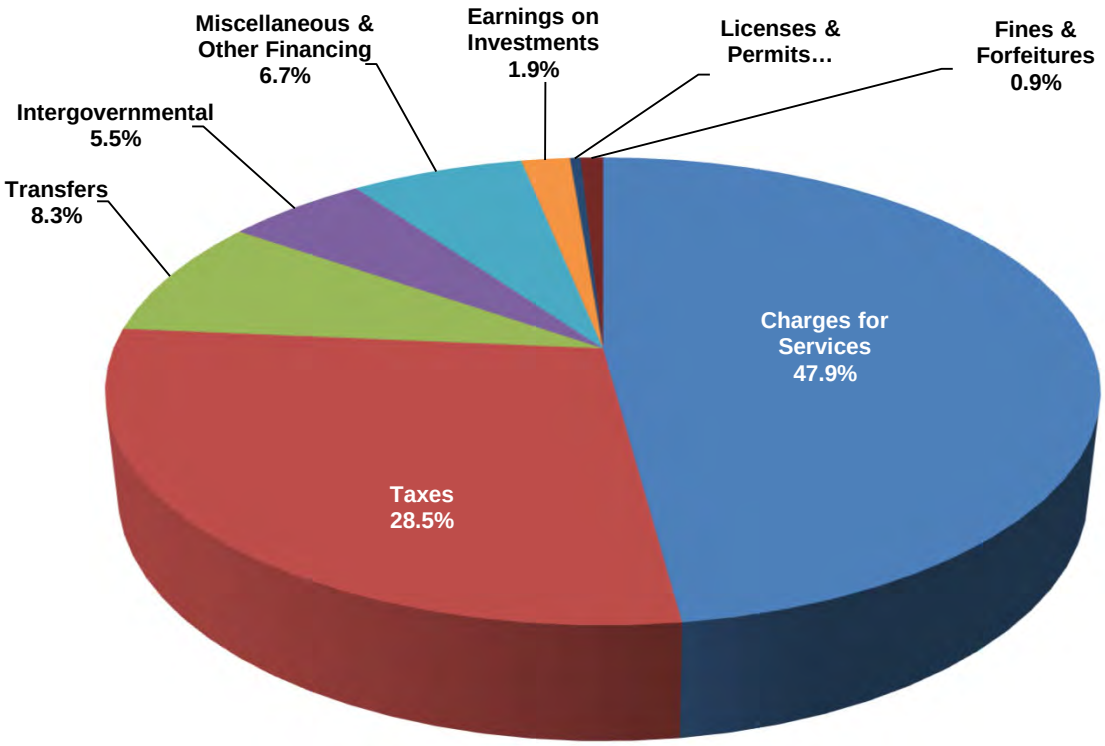
Where the Money Comes From
2025: $900.5 Million



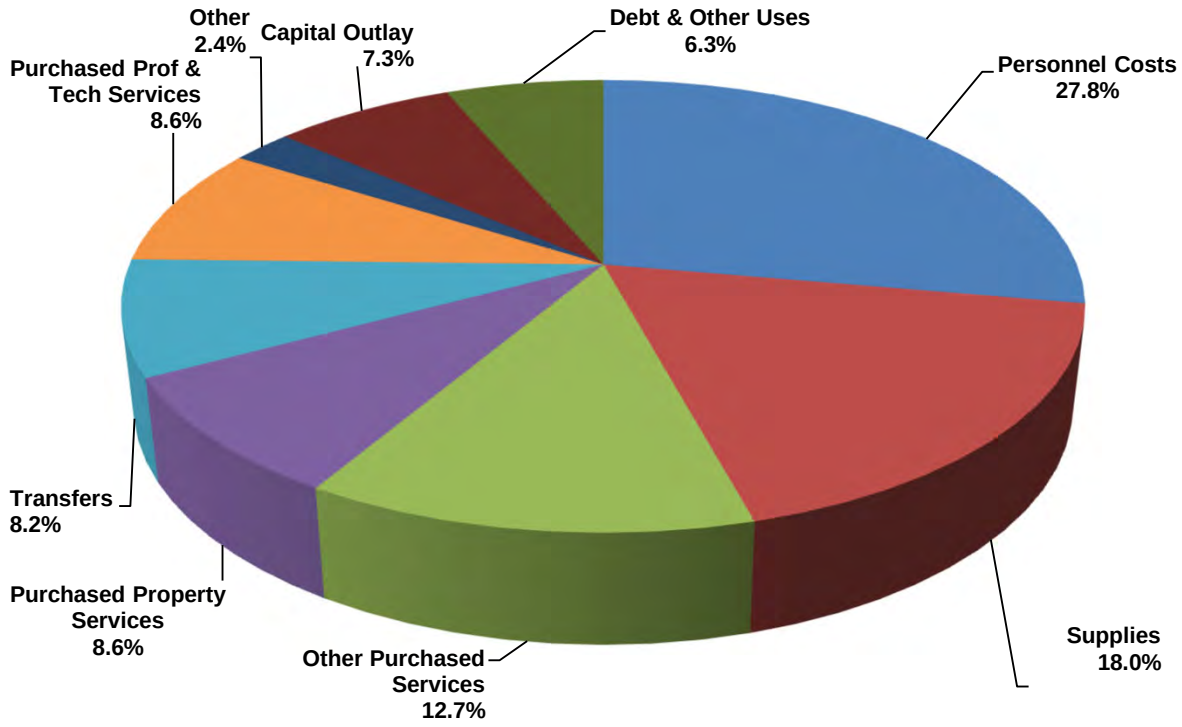
Where the Money Goes
2025: $931.7 Million



Where the Money Comes From
2026: $873.9 Million



Where the Money Goes
2026: $876.2 Million



REVENUE SUMMARY

	Actual 2022	Actual 2023	Budget 2024	Budget 2025	% Change From 2024	Budget 2026
Property Taxes	42,739,987	42,993,121	51,357,869	50,787,581	-1.1%	51,730,356
Sales & Use Tax	173,968,303	178,228,855	200,583,058	208,942,522	4.2%	191,862,827
Occupational Privilege Tax	2,726,659	2,742,542	2,525,000	2,975,000	17.8%	3,025,000
Lodging Taxes	2,039,310	2,460,178	2,000,000	2,540,000	27.0%	2,610,000
Licenses & Permits	3,001,737	2,935,981	3,584,800	3,381,380	-5.7%	3,570,454
Fines & Forfeitures	3,143,521	3,366,350	4,579,196	7,389,163	61.4%	7,596,603
Intergovernmental	36,336,022	54,055,613	39,082,479	45,750,520	17.1%	32,684,745
Payment in Lieu of Taxes	12,193,997	12,685,276	12,976,607	14,248,144	9.8%	15,144,481
Charges for Service	109,401,022	128,071,776	124,220,769	138,263,343	11.3%	144,167,168
Charges for Service - Utilities/Golf	230,989,736	235,209,236	241,534,327	257,742,735	6.7%	274,312,053
Earnings on Investments	(26,418,396)	35,279,656	6,174,148	16,609,649	169.0%	16,489,922
Miscellaneous	35,340,426	35,848,511	42,038,109	41,883,535	-0.4%	43,977,754
Proceeds of Debt Issuance	14,712,359	15,448,282	50,942,815	13,250,000	-74.0%	14,430,000
Other Financing Sources	167,870	4,271,058	0	20,000	0.0%	30,000
Transfers from Funds	79,330,912	92,456,588	78,869,179	96,725,659	22.6%	72,227,961
TOTAL	**$719,673,465**	**$846,053,021**	**$860,468,356**	**$900,509,231**	**4.7%**	**$873,859,324**
Less:						
Internal Service Funds	(75,604,825)	(88,470,005)	(85,898,454)	(93,531,109)	8.9%	(97,210,156)
Transfers	(79,330,912)	(92,456,588)	(78,869,179)	(96,725,659)	22.6%	(72,227,961)
GID #1, #15	(359,008)	(427,345)	(406,405)	(426,061)	4.8%	(426,146)
URA Funds	(7,549,918)	(8,573,913)	(7,654,612)	(7,991,781)	4.4%	(8,265,308)
Downtown Development Authority	(14,464,109)	(15,916,219)	(17,485,163)	(19,262,672)	10.2%	(19,262,672)
NET REVENUES	**$542,364,693**	**$640,208,952**	**$670,154,543**	**$682,571,949**	**1.9%**	**$676,467,081**

EXPENDITURES BY TYPE

	Actual 2022	Actual 2023	Budget 2024 (original)	Budget 2025	% Change From 2024 (Original)	Budget 2026
Salaries & Wages	143,705,130	160,259,696	162,438,065	173,866,468	7.0%	181,745,394
Benefits	44,021,801	46,011,905	53,501,158	58,161,772	8.7%	61,482,168
Professional & Technical	36,318,361	36,782,984	25,242,972	30,085,334	19.2%	26,257,350
Governmental Services	36,634,257	43,290,680	42,087,759	43,124,308	2.5%	44,149,262
Other Prof & Tech Services	11,088,683	10,929,428	6,643,383	6,712,356	1.0%	5,063,960
Utility Services	6,320,302	6,194,496	6,860,920	7,209,501	5.1%	7,927,481
Cleaning Services	4,040,373	4,209,775	4,034,669	4,747,700	17.7%	4,849,696
Repair & Maintenance Services	40,604,236	47,831,458	45,029,247	46,087,603	2.4%	33,014,043
Rental Services	4,022,272	4,128,387	5,346,602	4,778,317	-10.6%	4,626,928
Construction Services	20,823,510	23,840,555	9,490,487	7,493,160	-21.0%	4,249,216
Other Property Services	4,946,150	7,336,448	15,533,370	20,827,054	34.1%	20,827,818
Insurance	38,217,651	45,200,906	49,762,684	52,086,133	4.7%	55,586,443
Communication Services	4,393,185	4,977,265	6,156,083	5,538,814	-10.0%	5,733,866
Internal Admin Services	33,466,801	37,261,665	39,159,199	42,502,943	8.5%	43,591,877
Employee Travel	1,335,312	1,633,721	1,885,950	2,159,555	14.5%	2,189,033
Other Purchased Services	3,241,375	3,449,748	4,378,053	4,395,802	0.4%	4,443,524
Vehicle & Equipment Supplies	7,338,411	8,300,352	9,034,267	8,742,444	-3.2%	8,964,123
Land & Building Maint Supplies	3,525,456	3,768,802	2,968,075	3,222,036	8.6%	3,177,352
Infrastructure Maint Supplies	5,133,728	4,736,524	3,906,347	4,113,681	5.3%	5,190,342
Utility Supplies	9,353,258	8,421,819	2,674,799	2,631,879	-1.6%	2,495,224
Office & Related Supplies	4,423,017	1,910,810	4,566,541	4,756,288	4.2%	5,176,212
Health & Safety Supplies	607,445	581,354	578,473	673,859	16.5%	682,105
Purchased Power	99,293,233	101,631,927	110,081,094	116,334,326	5.7%	123,716,618
Chemical Supplies	1,735,551	1,962,156	2,034,118	2,298,570	13.0%	2,327,019
Other Supplies	4,961,166	6,011,703	5,196,370	6,176,148	18.9%	6,250,405
Capital Purchases	41,374,114	55,201,047	59,669,809	98,638,187	65.3%	56,104,342
Vehicles & Equipment	10,859,031	7,590,662	5,512,150	9,516,897	72.7%	7,577,979
Depreciation	39,176,084	40,722,802	0	0	#DIV/0!	0
Bad Debt Expense	674,952	692,081	433,000	633,000	46.2%	637,000
Rebates & Incentives	2,818,466	2,705,809	3,742,136	3,579,500	-4.3%	3,639,500
Grants	7,666,994	7,961,599	7,711,053	6,722,545	-12.8%	6,405,615
Debt & Other Uses	26,197,415	32,969,206	51,963,470	47,018,069	-9.5%	55,556,305
Other	2,402,666	5,882,988	9,565,314	10,171,676	6.3%	10,381,134
Transfers Out	79,330,912	92,456,588	78,105,809	96,725,659	23.8%	72,227,961
TOTAL	**$780,051,299**	**$866,847,345**	**$835,293,426**	**$931,731,584**	**11.5%**	**$876,247,295**
Less:						
Internal Service Funds	(82,518,190)	(101,086,198)	(99,386,392)	(104,089,125)	4.7%	(109,521,555)
Transfers	(79,330,912)	(92,456,588)	(78,105,809)	(96,725,659)	23.8%	(72,227,961)
GID #1, #15	(136,336)	(166,804)	(229,275)	(230,731)	0.6%	(231,689)
URA Funds	(6,009,179)	(6,097,491)	(6,121,898)	(5,185,096)	-15.3%	(4,782,973)
Downtown Development Authority	(13,095,362)	(15,791,916)	(26,344,303)	(31,622,757)	20.0%	(31,622,757)
NET EXPENDITURES	**$598,961,320**	**$651,248,350**	**$625,105,749**	**$693,878,216**	**11.0%**	**$657,860,360**

EXPENDITURES BY AREA

	Actual 2022	Actual 2023	2024 Original Budget	Budget 2025	% Change From 2024	Budget 2026
Investigations	9,814,326	10,255,340	10,537,846	10,366,026	-1.6%	10,815,275
Police Information Services	8,550,754	9,519,649	9,930,564	12,522,873	26.1%	10,899,403
Patrol	19,243,164	19,865,079	20,716,708	23,357,561	12.7%	24,009,919
Community and Special Services	10,984,593	12,413,197	12,419,348	13,750,146	10.7%	14,515,212
Office of the Chief	6,690,718	7,740,856	7,872,208	6,706,702	-14.8%	6,823,884
Subtotal Police Services	**55,283,555**	**59,794,121**	**61,476,674**	**66,703,308**	**8.5%**	**67,063,693**
Finance Administration	5,907,937	10,105,741	6,726,953	2,160,840	-67.9%	2,450,618
Accounting and Treasury	1,709,345	2,046,131	2,097,310	2,325,143	10.9%	2,413,724
Budget	607,421	636,940	665,186	675,601	1.6%	693,666
Purchasing	737,473	672,568	684,848	681,620	-0.5%	704,139
Safety, Security, & Risk Mgmt.	5,411,002	8,339,840	8,366,815	9,204,432	10.0%	9,651,848
Sales Tax	859,940	987,088	968,161	1,103,227	14.0%	1,169,054
Subtotal Financial Services	**15,233,118**	**22,788,309**	**19,509,273**	**16,150,863**	**-17.2%**	**17,083,049**
Recreation	8,451,775	10,187,018	10,151,902	26,090,490	157.0%	11,421,789
Community Services Admin	670,023	568,879	616,203	725,727	17.8%	747,300
Cultural Services	8,689,105	13,298,126	9,515,319	10,997,839	15.6%	10,970,420
Parks	31,982,093	29,615,897	26,575,526	36,611,517	37.8%	37,416,557
Natural Areas	16,411,190	16,553,199	15,060,169	19,897,070	32.1%	17,006,636
Subtotal Community Services	**66,204,186**	**70,223,120**	**61,919,119**	**94,322,643**	**52.3%**	**77,562,702**
Light & Power	155,097,275	161,045,611	164,156,220	172,573,562	5.1%	179,900,350
Water	45,596,502	46,729,333	48,181,601	42,634,197	-11.5%	42,244,087
Wastewater	27,745,488	29,808,333	24,707,449	31,574,650	27.8%	26,682,577
Stormwater	17,513,874	18,295,869	19,269,394	18,881,292	-2.0%	22,151,168
Broadband	33,464,915	29,418,842	12,098,855	13,511,008	11.7%	14,391,078
Utilities Customer Connections	16,663,541	18,878,407	21,498,795	21,503,063	0.0%	21,417,574
Subtotal Utility Services	**296,081,594**	**304,176,396**	**289,912,314**	**300,677,772**	**3.7%**	**306,786,834**
PDT Administration	1,314,894	1,395,205	1,426,397	1,462,173	2.5%	1,522,244
Parking Services						
Transfort	25,075,456	22,453,428	23,075,705	39,858,101	72.7%	27,208,029
Comm Dev & Neighborhood Svcs	9,733,358	11,373,984	12,877,822	13,121,583	1.9%	13,520,881
FC Moves	1,769,467	2,756,027	2,566,892	5,063,956	97.3%	2,166,114
Streets	27,689,363	29,952,143	29,440,881	32,554,285	10.6%	21,178,927
Traffic	4,521,140	5,719,174	6,172,179	6,930,400	12.3%	6,062,337
Engineering	20,214,597	23,154,761	12,709,198	12,624,451	-0.7%	7,440,768
Subtotal PDT Services	**92,642,772**	**99,778,283**	**91,124,990**	**115,099,970**	**26.3%**	**82,161,008**
City Clerk's Office	1,312,340	1,365,699	1,359,732	1,637,645	20.4%	1,613,547
City Council	191,446	527,687	215,383	600,292	178.7%	633,035
City Manager's Office	2,829,387	3,299,980	3,053,404	3,421,987	12.1%	3,507,201
Subtotal Executive Services	**4,333,174**	**5,193,367**	**4,628,519**	**5,659,924**	**22.3%**	**5,753,783**
Municipal Court	1,665,519	1,719,979	2,352,531	2,681,921	14.0%	2,785,226
City Attorney's Office	3,201,295	3,747,705	3,894,264	4,753,510	22.1%	4,987,700
Information Technology	11,114,806	16,468,579	14,048,969	13,692,676	-2.5%	14,173,010
Comm. & Public Involvement	2,861,599	3,777,500	3,672,765	4,178,945	13.8%	4,295,172
Human Resources	38,090,090	40,236,970	43,669,896	46,797,087	7.2%	50,041,722
Operation Services	26,821,144	31,884,221	27,508,160	29,836,044	8.5%	27,661,903
Subtotal Info & Employee Services	**79,689,011**	**93,477,477**	**90,086,441**	**95,747,923**	**6.3%**	**97,475,143**
Economic Health Office	1,177,373	1,290,431	1,370,597	1,637,045	19.4%	1,871,975
Social Sustainability	3,956,161	5,094,845	3,264,076	4,557,825	39.6%	3,931,458
Environmental Services	2,363,153	2,698,532	4,947,984	3,781,080	-23.6%	3,895,522
Sustainability Services Admin	502,490	677,480	742,565	922,236	24.2%	945,285
Urban Renewal Authority	4,373,444	4,457,207	4,482,345	3,843,598	-14.3%	3,468,316
Subtotal Sustainability Services	**12,372,622**	**14,218,494**	**14,807,567**	**14,741,784**	**-0.4%**	**14,112,556**

EXPENDITURES BY AREA

	Actual 2022	Actual 2023	2024 Original Budget	Budget 2025	% Change From 2024	Budget 2026
Non Departmental	7,337,377	17,926,157	9,872,750	8,577,457	-13.1%	8,902,105
Downtown Development Authority	6,599,422	9,016,425	16,912,692	22,191,146	31.2%	22,191,146
Poudre Fire Authority	33,879,327	39,361,721	38,727,013	40,679,635	5.0%	41,598,084
Debt & Other Uses	26,197,415	32,969,206	51,963,470	47,018,069	-9.5%	55,556,305
Transfers Out	79,330,912	92,456,588	78,105,809	96,725,659	23.8%	72,227,961
TOTAL	**$780,051,298**	**$866,847,346**	**$835,293,426**	**$931,731,584**	**11.5%**	**$876,247,295**
Less:						
Internal Service Funds	(82,518,190)	(101,086,198)	(99,386,392)	(104,089,125)	4.7%	(109,521,555)
Transfers	(79,330,912)	(92,456,588)	(78,105,809)	(96,725,659)	23.8%	(72,227,961)
GID #1, #15	(136,336)	(166,804)	(229,275)	(230,731)	0.6%	(231,689)
URA Funds	(6,009,179)	(6,097,491)	(6,121,898)	(5,185,096)	-15.3%	(4,782,973)
Downtown Development Authority	(13,095,362)	(15,791,916)	(26,344,303)	(31,622,757)	20.0%	(31,622,757)
NET EXPENDITURES	**$598,961,320**	**$651,248,351**	**$625,105,749**	**$693,878,216**	**11.0%**	**$657,860,360**

SUMMARY OF CHANGE IN FUND BALANCE - 2025

Fund	2025 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent Change
General Fund	50,479,257	240,005,230	247,367,978	(7,362,748)	0	43,116,509	-14.6%
Capital Expansion Fund	26,198,536	7,190,418	1,424,886	5,765,532	0	31,964,068	22.0%
Sales & Use Tax Fund	1,086,380	11,028,001	11,028,001	0	0	1,086,380	0.0%
2050 Tax Parks Rec Transit Climate	8,913,792	22,056,004	14,475,989	7,580,015	0	16,493,807	85.0%
Natural Areas Fund	15,274,157	18,119,501	19,411,253	(1,291,752)	0	13,982,405	-8.5%
Cultural Services Fund	3,271,730	8,712,703	9,175,494	(462,791)	0	2,808,939	-14.1%
Recreation Fund	2,613,519	10,629,424	11,090,166	(460,742)	0	2,152,777	-17.6%
Cemeteries Fund	965,809	914,367	1,219,367	(305,000)	0	660,809	-31.6%
Perpetual Care Fund	2,251,851	134,481	64,481	70,000	0	2,321,851	3.1%
Museum Fund	611,812	1,261,651	1,261,651	0	0	611,812	0.0%
Transit Services Fund	(1,548,958)	38,133,851	38,133,851	0	0	0	-100.0%
Transportation CEF Fund	17,151,882	7,609,120	2,531,916	5,077,204	0	22,229,086	29.6%
Transportation Fund	6,721,572	41,287,104	45,681,568	(4,394,464)	0	2,327,108	-65.4%
Parking Fund	1,814,449	3,088,686	3,572,184	(483,498)	0	1,330,951	-26.6%
Community Capital Improvement	35,893,627	11,828,175	22,588,000	(10,759,825)	0	25,133,802	-30.0%
Neighborhood Parkland Fund	3,381,464	2,164,002	2,045,827	118,175	0	3,499,639	3.5%
Conservation Trust Fund	5,429,421	2,124,373	3,469,791	(1,345,418)	0	4,084,003	-24.8%
Capital Projects Fund	(334,425)	28,376,098	28,200,382	175,716	0	(158,709)	-52.5%
Golf Fund	9,498,404	5,089,071	5,933,483	(844,412)	682,807	9,336,799	-1.7%
Electric and Telecommunications	208,929,251	206,100,300	205,574,782	525,518	602,799	210,057,568	0.5%
Water Fund	341,902,118	40,430,272	43,073,064	(2,642,792)	11,490,428	350,749,754	2.6%
Wastewater Fund	200,931,678	28,575,899	34,108,923	(5,533,024)	10,475,394	205,874,048	2.5%
Stormwater Fund	179,799,864	22,488,862	22,522,891	(34,029)	5,401,521	185,167,356	3.0%
Equipment Fund	16,723,538	17,678,280	17,029,534	648,746	1,980,399	19,352,683	15.7%
Self Insurance Fund	2,622,960	8,826,576	9,487,197	(660,621)	0	1,962,339	-25.2%
Data & Communications Fund	2,517,171	13,748,617	13,692,676	55,941	253,596	2,826,708	12.3%
Benefits Fund	15,684,383	42,648,663	43,048,403	(399,740)	0	15,284,643	-2.5%
Utility CS&A Fund	16,041,420	24,779,103	24,586,445	192,658	1,019,638	17,253,716	7.6%
Employees' Retirement Fund	41,440,123	1,514,188	6,539,500	(5,025,312)	0	36,414,811	-12.1%
General Improvement District 1	656,423	376,964	319,731	57,233	0	713,656	8.7%
GID #15 - SKYVIEW	351,305	49,097	1,000	48,097	0	399,402	13.7%
URA - N. College District	13,338,215	7,943,374	5,185,096	2,758,278	1,066,913	17,163,406	28.7%
TOTAL	**1,230,612,728**	**874,912,455**	**893,845,510**	**(18,933,055)**	**32,973,495**	**1,246,202,126**	**1.3%**
Capital Leasing Corp Fund		6,263,317	6,263,317				
Downtown Development Authority		10,556,393	22,191,146				
Deb Service Fund - DDA		8,706,279	9,431,611				
TOTAL 2025 Budget		**900,460,824**	**931,731,584**				

SUMMARY OF CHANGE IN FUND BALANCE - 2026

Fund	2026 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent Change
General Fund	43,116,509	245,407,220	251,496,994	(6,089,774)	0	37,026,735	-14.1%
Capital Expansion Fund	31,964,068	7,346,333	628,819	6,717,514	0	38,681,582	21.0%
Sales & Use Tax Fund	1,086,380	11,315,735	11,315,735	0	0	1,086,380	0.0%
2050 Tax Parks Rec Transit Climate	16,493,807	22,631,472	12,464,992	10,166,480	0	26,660,287	61.6%
Natural Areas Fund	13,982,405	18,237,383	17,230,962	1,006,421	0	14,988,826	7.2%
Cultural Services Fund	2,808,939	8,731,661	9,109,784	(378,123)	0	2,430,816	-13.5%
Recreation Fund	2,152,777	11,238,534	11,471,671	(233,137)	0	1,919,640	-10.8%
Cemeteries Fund	660,809	942,635	1,002,635	(60,000)	0	600,809	-9.1%
Perpetual Care Fund	2,321,851	134,386	64,386	70,000	0	2,391,851	3.0%
Museum Fund	611,812	1,298,144	1,298,144	0	0	611,812	0.0%
Transit Services Fund	0	24,949,160	24,949,160	0	0	0	0.0%
Transportation CEF Fund	22,229,086	8,108,217	2,076,481	6,031,736	0	28,260,822	27.1%
Transportation Fund	2,327,108	31,536,437	32,438,601	(902,164)	0	1,424,944	-38.8%
Parking Fund	1,330,951	3,156,094	3,151,135	4,959	0	1,335,910	0.4%
Community Capital Improvement	25,133,802	798,987	375,000	423,987	0	25,557,789	1.7%
Neighborhood Parkland Fund	3,499,639	2,163,759	4,395,190	(2,231,431)	0	1,268,208	-63.8%
Conservation Trust Fund	4,084,003	2,124,189	2,877,824	(753,635)	0	3,330,368	-18.5%
Capital Projects Fund	(158,709)	2,608,603	2,383,147	225,456	0	66,747	-142.1%
Golf Fund	9,336,799	5,213,189	5,422,875	(209,686)	(40,385)	9,086,728	-2.7%
Electric and Telecommunications	210,057,568	219,577,925	215,148,862	4,429,063	59,231	214,545,862	2.1%
Water Fund	350,749,754	43,631,128	42,694,231	936,897	3,095,518	354,782,169	1.1%
Wastewater Fund	205,874,048	30,608,712	35,120,116	(4,511,404)	4,276,177	205,638,821	-0.1%
Stormwater Fund	185,167,356	23,715,600	25,825,332	(2,109,732)	7,539,898	190,597,522	2.9%
Equipment Fund	19,352,683	18,690,062	18,561,854	128,208	3,008,012	22,488,903	16.2%
Self Insurance Fund	1,962,339	9,071,721	9,942,777	(871,056)	0	1,091,283	-44.4%
Data & Communications Fund	2,826,708	14,225,812	14,173,010	52,802	291,336	3,170,846	12.2%
Benefits Fund	15,284,643	45,829,337	46,125,619	(296,282)	0	14,988,361	-1.9%
Utility CS&A Fund	17,253,716	24,851,331	24,655,893	195,438	673,953	18,123,107	5.0%
Employees' Retirement Fund	36,414,811	1,479,488	6,839,500	(5,360,012)	0	31,054,799	-14.7%
General Improvement District 1	713,656	376,933	320,689	56,244	0	769,900	7.9%
GID #15 - SKYVIEW	399,402	49,213	1,000	48,213	0	447,615	12.1%
URA - N. College District	17,163,406	8,265,308	4,782,973	3,482,335	1,085,000	21,730,741	26.6%
TOTAL	**1,246,202,126**	**848,314,708**	**838,345,391**	**9,969,317**	**19,988,740**	**1,276,160,183**	**2.4%**
Capital Leasing Corp Fund		6,259,597	6,259,597				
Downtown Development Authority		10,556,393	22,191,146				
Deb Service Fund - DDA		8,706,279	9,431,611				
TOTAL 2026 Budget		**873,859,324**	**876,227,745**				

STAFFING - EMPLOYEE FULL TIME EQUIVALENTS (FTE)

by Service Area (Classified, Unclassified Management and Contractual)

Service Area and Department	Positions of Record* Staffing (as of Aug 1, '24)	Staffing Additions 2025	Staffing 2025	Staffing Additions 2026	Staffing 2026
Community Services	**269.80**	**13.00**	**282.80**	**5.00**	**287.80**
Community Services Admin	4.00		4.00		4.00
Cultural Services	50.75		50.75		50.75
Natural Areas	55.55	4.00	59.55	2.00	61.55
Park Planning & Development	9.50		9.50		9.50
Parks	105.00	5.00	110.00	3.00	113.00
Recreation	45.00	4.00	49.00		49.00
Executive Services	**27.00**	**0.00**	**27.00**	**0.00**	**27.00**
City Clerk	9.00		9.00		9.00
City Manager	18.00		18.00		18.00
Judicial Services	**17.80**	**2.00**	**19.80**	**0.00**	**19.80**
Municipal Court	17.80	2.00	19.80		19.80
Legal Services	**30.50**	**2.00**	**32.50**	**0.00**	**32.50**
City Attorney	30.50	2.00	32.50		32.50
Financial Services	**58.00**	**3.50**	**61.50**	**0.00**	**61.50**
Accounting and Treasury	18.00	1.50	19.50		19.50
Budget	5.00		5.00		5.00
Finance Administration	7.00		7.00		7.00
Purchasing	9.00	1.00	10.00		10.00
Safety & Risk Management	12.00		12.00		12.00
Sales Tax	7.00	1.00	8.00		8.00
Information & Employee Services	**221.00**	**6.00**	**227.00**	**0.00**	**227.00**
Communications & Public Involvement	18.00		18.00		18.00
Emergency Prep & Security	7.00	1.00	8.00		8.00
Human Resources	33.00	3.00	36.00		36.00
Information Technology	82.00		82.00		82.00
Operation Services	81.00	2.00	83.00		83.00
Police Services	**352.75**	**5.00**	**357.75**	**3.00**	**360.75**
Investigations	66.00	1.00	67.00		67.00
Patrol	130.00		130.00		130.00
Police Administration	23.75	1.00	24.75		24.75
Police Information Services	66.00	1.00	67.00	1.00	68.00
Special Operations	67.00	2.00	69.00	2.00	71.00
Planning, Development & Transportation	**385.05**	**13.00**	**398.05**	**5.00**	**403.05**
Comm Dev & Neighborhood Svcs	89.55		89.55		89.55
Engineering	37.00		37.00		37.00
FC Moves	12.25		12.25		12.25
PDT Administration	10.00		10.00		10.00
Streets	58.50	13.00	71.50	1.00	72.50
Traffic	27.00		27.00		27.00
Transfort / Parking Services	150.75		150.75	4.00	154.75
Sustainability Services	**41.50**	**4.00**	**45.50**	**2.00**	**47.50**
Economic Health Office	8.00		8.00	2.00	10.00
Environmental Services	17.00	4.00	21.00		21.00
Social Sustainability	10.50		10.50		10.50
Sustainability Services Admin	6.00		6.00		6.00
Utility Services	**472.75**	**8.00**	**480.75**	**4.00**	**484.75**
Broadband	53.00	7.00	60.00	4.00	64.00
One Water (Water/Wastewater/Stormwater)	198.50	1.00	199.50		199.50
Utilties CS&A	95.00		95.00		95.00
Light & Power	126.25		126.25		126.25
TOTAL CLASSIFIED/UNCLASSIFIED	**1876.15**	**56.50**	**1,932.65**	**19.00**	**1,951.65**
CONTRACTUAL**	**31.75**	**1.00**	**30.00**	**0.00**	**20.00**
TOTAL CLASSIFIED/UNCLASSIFED/ CONTRACTUAL	**1,907.90**	**57.50**	**1,962.65**	**19.00**	**1,971.65**

* Per standard policy, personnel hiring decisions are also made outside of the biennial budget process. The 'Positions of Record' column is the approved staffing as of August 1, 2024

** The row for Contractual omits detail on the number of contracts that lapse in a given year. The 30 FTE shown in Recommended Staffing for 2025 column n started out from 31.75. Only 1 Contractual position is proposed to be added in 2025, which means 2.75 contracts expired and were not renewed. Similarly, there are another 10 contracts that expire in 2026.

2025-2026 Full Time Equivalent (FTE) Staffing Additions

The 2025-26 Adopted Budget includes staffing increases in five broad categories, with 75% of the staffing occurring in 2025 with the remainder in 2026. The first area is Connexion and other utilities. Through the 2nd year of the budget, dedicated funding from those sources supports 13 new staff. Eleven of those positions are associated with the continuation of the Connexion buildout, dependent on the anticipated revenue growth to support that staffing.

The second area is the new 2050 Tax which would fund 6 new staff in 2025 to support Climate initiatives and the Infrastructure Replacement Programs within Parks and Recreation. Another 5 positions would be added in 2026.

Other dedicated governmental funding, like Natural Areas and the Waste Contracting Program, is the third area of staffing growth. By the end of 2026, this accounts for 8 staff, six of which are in Natural Areas.

The next category is self-funded positions. One way this occurs is when existing levels of funding for external labor is redeployed to in-source labor (i.e., hire staff) to be more efficient and increase quality. Examples of this include a security position in Municipal Court and staff for an Asphalt Patching Crew. Self-funding can also occur in areas where the work generates revenue to cover the associated staffing, like with indirect grant cost recovery. Universal Pre-K staffing and a position for Grant Accounting are two examples of this. We have 24.5 new positions funded in this way in 2025 with an additional position in 2026.

The last area of staffing increases comes from other governmental funds, including the General Fund. These funds are more discretionary in nature, compared to the restrictive categories described above. For 2025 there are 12 new positions proposed, with another 7 to be added in 2026 to cover a wide array of governmental services. These positions are largely to maintain existing service levels or meet expanded operational needs in areas such as public safety, including Police Services and the City Attorney's Office, as well as parks and recreation. It also includes the continuation of a small number of the previously ARPA funded positions, most notably the Multicultural Business and Entrepreneurship Center and a position to support ongoing recruitment needs.

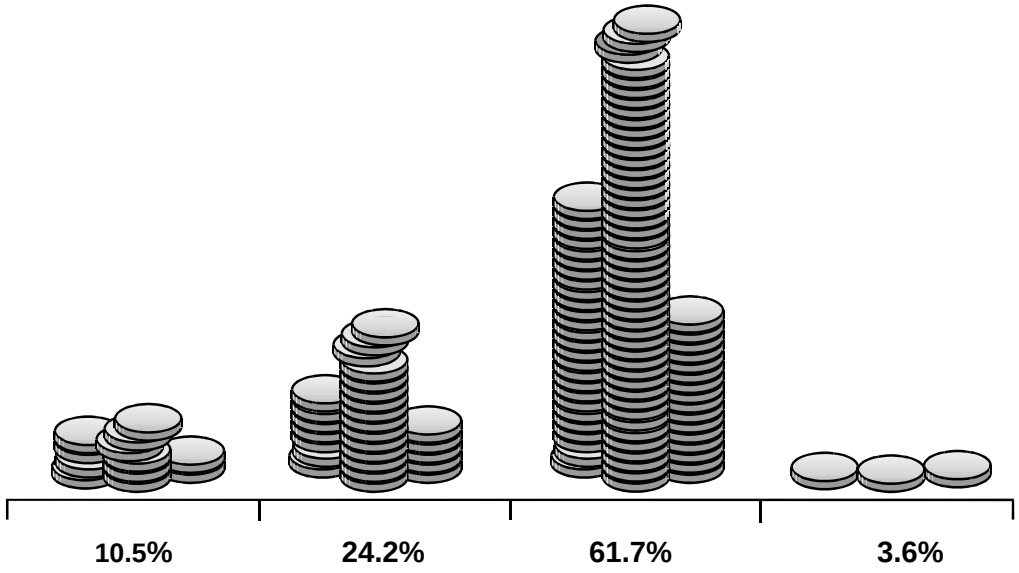
The following table summarizes the proposed staffing increases in classified, unclassified management and contractual positions by Service Area.

	2025			2026	2025 - 2026 Total
Service Area	Classified & Unclassified	Contractual	Net Increase in FTE	Classified & Unclassified	Net Increase in FTE
Community Services	13	1	14	5	19
Executive Services	0	0	0	0	0
Financial Services	3.5	0	3.5	0	3.5
Information & Employee Services	6	0	6	0	6
Judicial Services	2	0	2	0	2
Legal Services	2	0	2	0	2
Planning, Dev. & Trans Services	13	0	13	5	18
Police Services	5	0	5	3	8
Sustainability Services	4	0	4	2	6
Utility Services	8	0	8	4	12
Total	**56.5**	**1.00**	**57.5**	**19.0**	**76.5**

WHAT DOES A CITY PROPERTY OWNER PAY?
2025 Property Tax Based on 2024 Assessment

MILL LEVY

City	County	Poudre School & Library District	Other	Total
9.797	21.745	58.26	3.309	93.111



To illustrate the City of Fort Collins portion of property tax payable in 2024, consider an individual owning a home valued at $200,000, and a business owning property valued at $600,000.

Based on current Colorado statutes, for 2024, residential property is assessed at 6.7% of its actual value after the exemption value of $55,000, and commercial property is assessed at 26.4% of its actual value.

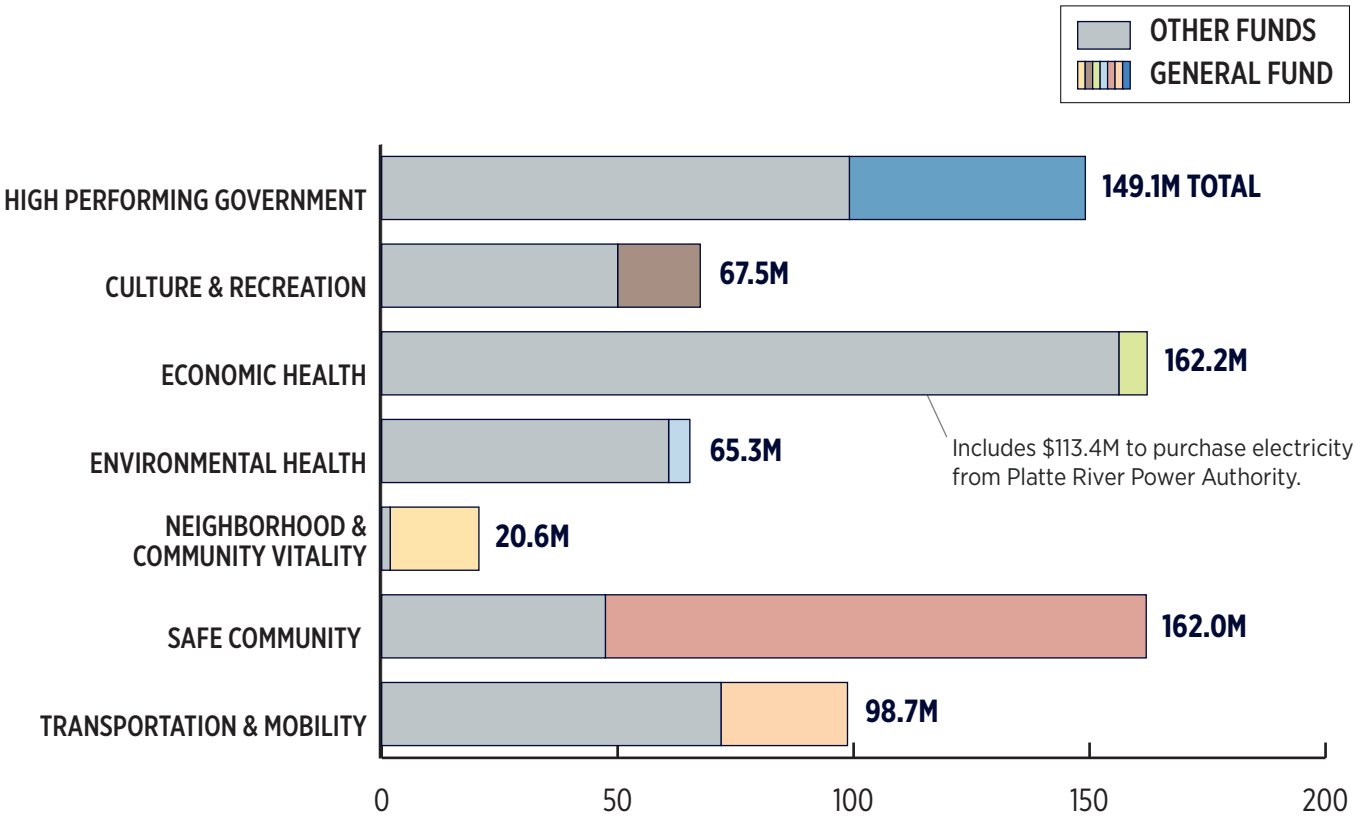
Actual Value				Assessed Value
$150,000	X	.067	=	$10,050
$600,000	X	.2640	=	$158,400

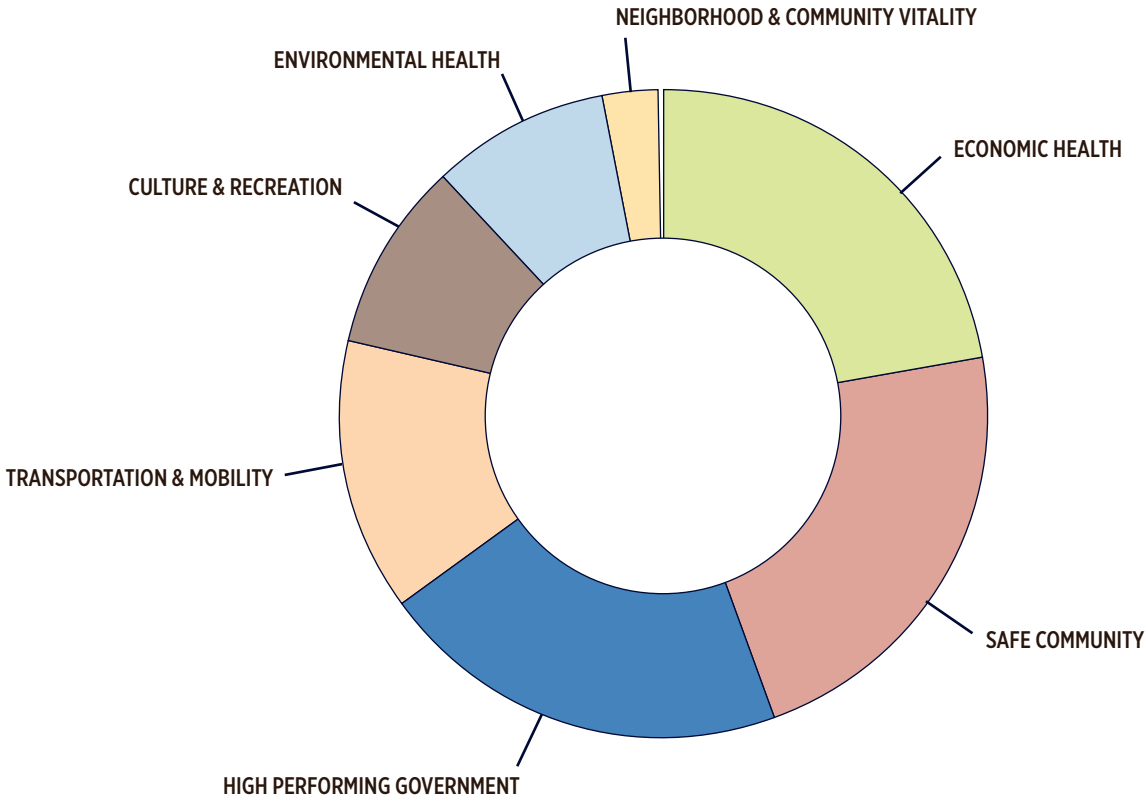
The 2025 City mill levy is 9.797 mills based on the 2024 assessed value of property. One mill is equivalent to one dollar for every one thousand dollars of assessed value.

Assessed Value				City Property Tax
$10,050	X	.009797	=	$98.46
$158,400	X	.009797	=	$1,551.84

TOTAL ALLOCATION BY OUTCOME: $725.4M*

2025 General Fund & Other Funds

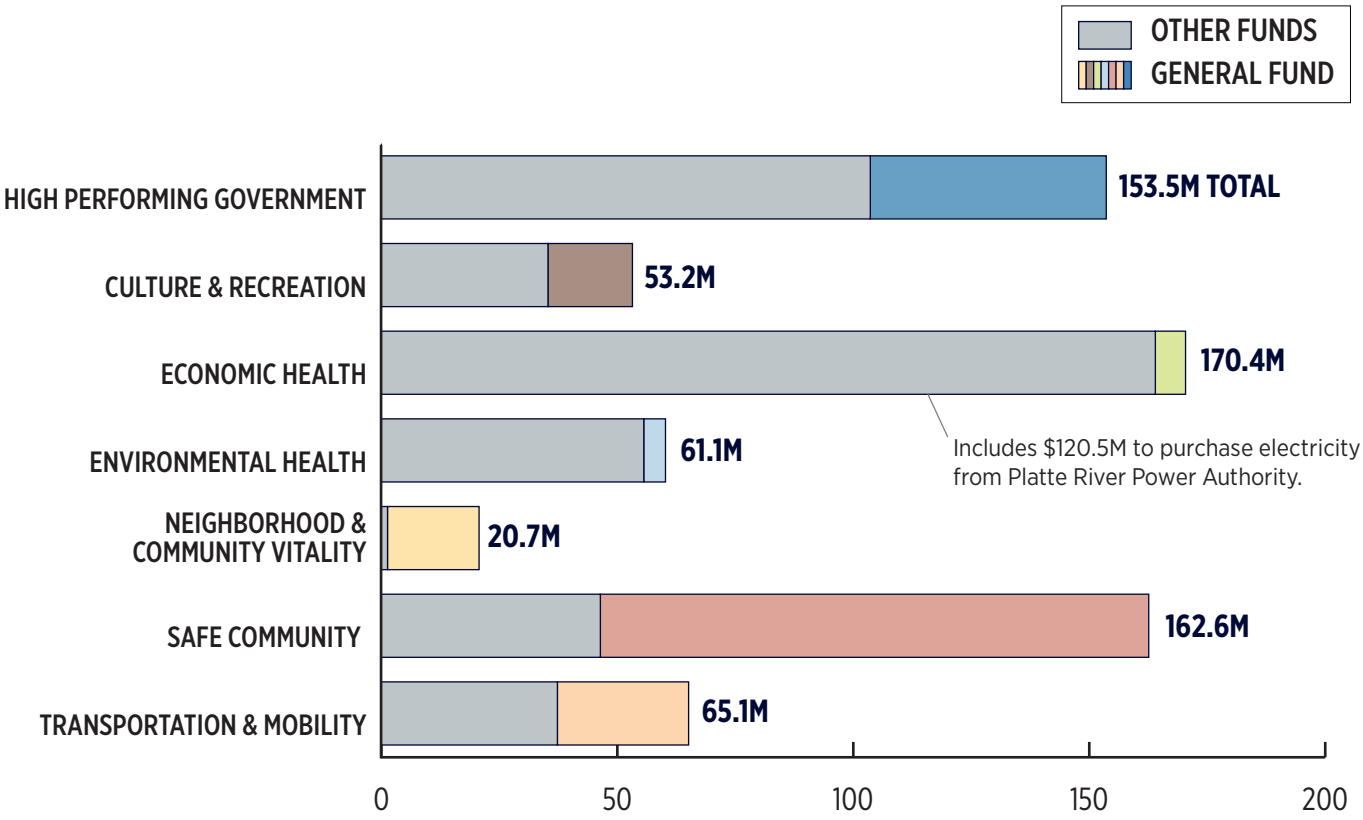


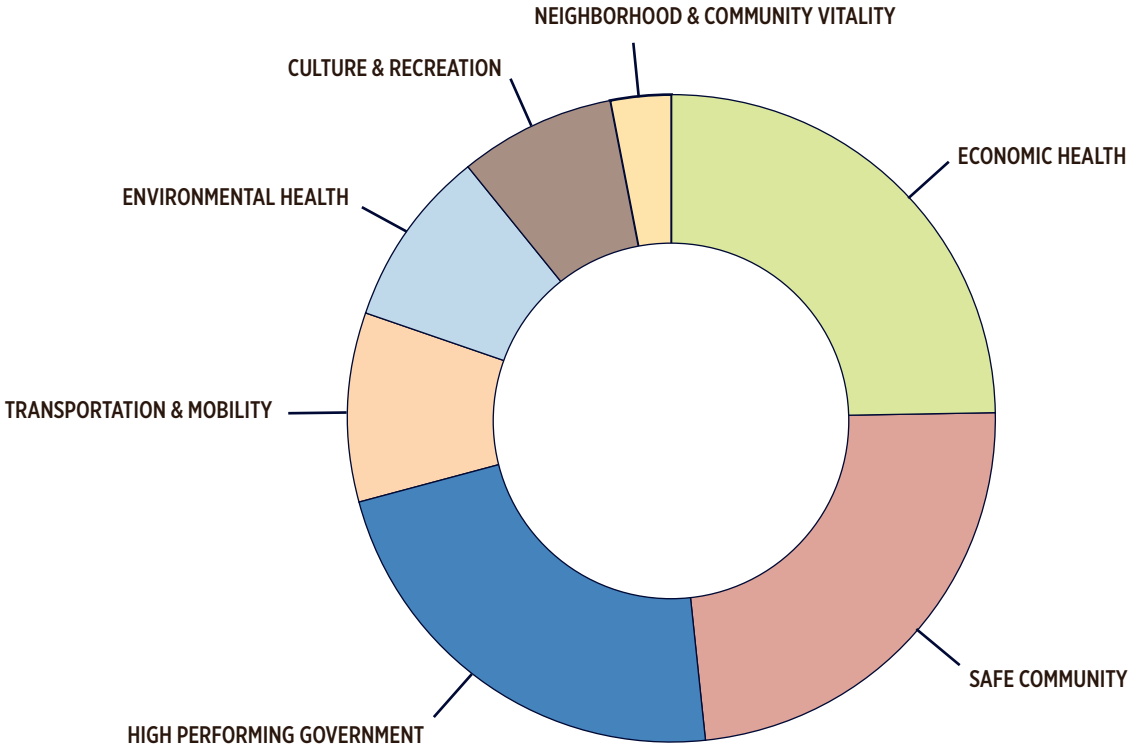


* In addition to the seven outcomes, the total allocation by results also includes $206.3M in 2025 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

TOTAL ALLOCATION BY OUTCOME: $686.6M*

2026 General Fund & Other Funds





* In addition to the seven outcomes, the total allocation by results also includes $189.6M in 2026 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

OFFER RECAP

Offers In Outcomes	2025	2026
High Performing Government	149,072,056	153,510,090
Culture and Recreation	67,544,679	53,195,337
Economic Health	162,126,322	170,354,066
Environmental Health	65,325,806	61,096,539
Neighborhood and Community Vitality	20,631,002	20,724,781
Safe Community	162,023,832	162,646,205
Transportation and Mobility	98,677,777	65,109,530
Total Outcomes	**725,401,474**	**686,636,548**

Offers Not Included in Outcomes

Type	Offer		2025	2026
Transfers	1.1	General Fund Support to Various Funds for Operations and Debt Service	46,628,726	49,061,797
	1.2	Transfers between funds (Capital Expansion Fund, to the General Fund, to the Capital Projects Fund)	9,383,027	3,849,245
	1.3	Sales & Use Tax Fund Transfers (to Natural Areas Fund Only)	11,028,001	11,315,735
	1.4	Community Capital Improvement Program (CCIP) O&M	37,000	375,000
	1.5	Community Capital Improvement Program (CCIP) - Transfer to Capital Projects & Transit	22,051,000	0
	1.6	ARPA Paid through 2025 or 2026 Contractual Positions	0	0
	2.1	General Fund Off the Top: Insurance & SRM Admin charge	1,840,838	1,886,942
	2.2	General Employee's Retirement Plan & General Fund GERP Supplemental	6,834,844	7,134,844
	2.3	Debt Service - Capital Leasing	6,263,317	6,259,597
	2.4	General Fund Non-Departmental: Other (Property Tax, Contingency)	760,000	760,000
	22.1	Light & Power Payments and Transfers	24,115,499	24,876,600
	22.2	Water Payments & Transfers	10,662,265	10,808,506
	22.3	Wastewater Payments and Transfers	10,192,727	16,216,384
	22.4	Stormwater Payments & Transfers	9,632,266	9,723,536
	22.5	Customer Service & Administration Payments & Transfers	323,504	328,721
	22.6	Utility Funds Transfers to the General Fund and to other Funds	1,360,036	1,436,669
	28.1	Debt Service & Transfer Payments	13,397,187	13,754,257
	28.2	Connexion Transfer to the General Fund and to other Funds	196,116	199,157
	31.1	Skyview South GID #15 Budget Offer	1,000	1,000
	69.1	Downtown Development Authority: Operating & Capital	31,622,757	31,622,757
		Sub-total	**$206,330,110**	**$189,610,747**
		Total Appropriations	**$931,731,584**	**$876,247,295**

ORDINANCE NO. 163, 2024
OF THE COUNCIL OF THE CITY OF FORT COLLINS
BEING THE ANNUAL APPROPRIATION ORDINANCE
RELATING TO THE ANNUAL APPROPRIATIONS
FOR FISCAL YEAR 2025; ADOPTING THE BUDGET FOR
THE FISCAL YEAR BEGINNING JANUARY 1, 2025, AND ENDING
DECEMBER 31, 2026; AND FIXING THE MILL LEVY FOR PROPERTY TAXES
PAYABLE IN 2025

A. City Charter Article V, Section 2 provides that the City Manager shall file with the City Clerk on or before the first Monday in September preceding each "budget term" the proposed budget for that ensuing budget term.

B. City Charter Article V, Section 1 provides that the City Council is to set by ordinance the number of fiscal years that shall constitute the City's "budget term."

C. The City Council finds and determines that the adoption of this Ordinance is necessary for the public's health, safety, and welfare and therefore wishes to approve the Proposed 2025-2026 Budget, as hereafter amended, and authorize the expenditures described in this Ordinance for the 2025 fiscal year.

D. In 2010, the City's budget term was set in City Code Section 8-1 as being two fiscal years, so a biennial budget term.

E. Under Code Section 8-1, the City's next biennial budget term is for fiscal years 2025 and 2026.

F. The City Council finds and determines that the adoption of this Ordinance is necessary for the public's health, safety, and welfare and therefore wishes to approve the Proposed 2025-2026 Budget, as hereafter amended, and authorize the expenditures described in this Ordinance for the 2025 fiscal year.

G. On August 30, 2024, the City Manager filed with the City Clerk a proposed budget for the City of Fort Collins for the fiscal year 2025-2026 (the "Proposed 2025-2025 Budget") as required in Article V, Section 2 of the City Charter and included with it an explanatory message, a complete financial plan for each City fund, appropriate financial statements for each type of fund showing comparative figures for the last completed fiscal year and the current fiscal year, and the City Manager's recommendation for the ensuing budget term.

H. Article V, Section 3 of the City Charter requires that, within ten days of the date of the City Manager's filing of the Proposed 2025-2026 Budget with the City Clerk, the City Council shall set a time certain for a public hearing on the Proposed 2025-2026 Budget and cause a notice of the hearing to be published

I. Both public hearings were held and conducted on those dates and persons were given the opportunity to appear before City Council and comment on any or all items and estimates in the Proposed 2025-2026 Budget.

J. Article V, Section 4 of the City Charter requires that after the public hearing and before the last day of November of each fiscal year, the City Council shall adopt the budget for the ensuing budget term by ordinance and appropriate by ordinance on a fund basis and by individual project for capital projects and federal or state grant projects, such sums of money as it deems necessary to defray all expenditures of the City during the ensuing fiscal year, based upon the budget as approved by the City Council.

K. The appropriations in this Ordinance also include appropriations as needed to transfer monies from the dedicated funds receiving the revenues to the funds from which those monies will be expended.

L. The 2025-26 Budget and annual appropriation for 2025 include partial funding from General Fund Reserves considered by policy as minimum fund balance. These are reserve balances in addition to the State required TABOR reserves, which are also held within the General Fund. The Financial Management Policy establishing this reserve fund was put in place nearly two decades ago reflecting a liquidity goal when the City's budget was much smaller. Those policy reserves were not used during the Great Recession in the late 2000's and have only been growing over the years; not being used for service delivery to the community. Staff will present an update to the Policy for Council approval in December.

M. Article V, Section 5 of the City Charter provides that the annual appropriation ordinance shall also fix the tax levy in mills upon each dollar of the assessed valuation of all taxable real property within the City, such levy representing the amount of taxes for City purposes necessary to provide for payment during the ensuing fiscal year for all properly authorized expenditures to be incurred by the City, including interest and principal of general obligation bonds.

In light of the foregoing recitals, which the Council hereby makes and adopts as determinations and findings, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. Budget.

a. The City Council has reviewed the Proposed 2025-2026 Budget, a copy of which is on file with the office of the City Clerk and has determined that the amendments described in Exhibit "A" attached hereto and incorporated by reference should be made to it.

b. The City Council on first reading of this Ordinance has also approved amendments to the Proposed 2025-2026 Budget as described in Exhibit "B" attached hereto and incorporated by reference.

c. The Proposed 2025-2026 Budget, as amended in Exhibit "A" and Exhibit "B", is hereby adopted in accordance with the provisions of Article V, Section 4 of the City Charter and incorporated herein by reference (the "2025-2026 Adopted Budget").

d. The 2025-2026 Adopted Budget shall be on file with and maintained in the office of the City Clerk and identified as "The Budget for the City of Fort Collins for the Fiscal Years Beginning January 1, 2025 and Ending December 31, 2026, as Adopted by the City Council on November 19, 2024."

Section 2. Appropriations. There is hereby appropriated out of the reserves and revenues of the City of Fort Collins, for the fiscal year beginning January 1, 2025, and ending December 31, 2025, the sum of EIGHT HUNDRED NINETY-FOUR MILLION SIX HUNDRED THREE THOUSAND DOLLARS ($894,603,000) to be raised by taxation and otherwise, which sum is deemed by the City Council to be necessary to defray all expenditures of the City during said fiscal year, to be divided and appropriated for the following purposes, to wit:

GENERAL FUND	**247,367,978**
SPECIAL REVENUE FUNDS	
2050 Tax Parks Rec Transit OCF	14,475,989
Capital Expansion Fund	1,424,886
Cemeteries Fund	1,219,367
Cultural Services Fund	9,175,494
Operating Total	8,919,980
Capital	
Art in Public Places	255,514
Total Cultural Services Fund	$9,175,494
General Employees' Retirement Fund	6,539,500
Museum Fund	1,261,651
Natural Areas Fund	19,411,253
Parking Fund	3,572,184
Perpetual Care Fund	64,481
Recreation Fund	11,090,166
Sales & Use Tax Fund	11,028,001
Transit Services Fund	38,133,851
Transportation CEF Fund	2,531,916
Transportation Fund	45,681,568
Capital Leasing Corp Fund	6,263,317
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	**$171,873,624**

CAPITAL IMPROVEMENT FUNDS

General City Capital

Capital

Buckhorn Bridge Replacement	1,250,000
CCIP Arterial Intersection Imp	1,300,000
CCIP Bicycle Infrastructure Im	1,300,000
CCIP Bus Stop Improvements	100,000
CCIP Nature in the City	750,000
CCIP Pedestrian Sidewalk - ADA	2,400,000
City Bridge Program	2,800,000
Dry Creek Bridge Replacement	1,250,000
East Community Park	885,403
Harmony/Power Trail Grade Sep	673,371
Northeast Community Park	162,483
Railroad Crossing Replacement	128,125
SE Community Center CCIP	15,201,000
Total General City Capital	**$28,200,382**

Community Capital Improvement

Afford Housing Capital Program	500,000
Arterial Intersection Imprvmnt	1,300,000
Bicycle Infrastructure Imprvmt	1,300,000
Bus Stop Improvements	100,000
Carnegie Bldg Renovation	25,000

Linden St Renovation	12,000
Nature in the City	750,000
Pedestrian Sidewalk - ADA	2,400,000
SE Comm Ctr w/ Pool	15,201,000
Transfort Bus Replacements	1,000,000
Total Community Capital Improvement	**$22,588,000**
Conservation Trust Fund	
Operating Total	669,792
Capital	
Trail Acquisition/Development	2,799,999
Total Conservation Trust Fund	**$3,469,791**
Neighborhood Parkland Fund	
Operating Total	742,830
Capital	
New Park Site Development	1,302,997
Total Neighborhood Parkland Fund	**$2,045,827**
TOTAL CAPITAL IMPROVEMENT FUNDS	**$56,304,000**
ENTERPRISE FUNDS	
Broadband Fund	
Operating Total	25,181,383
Art in Public Places	-53,000
Total Broadband Fund	**25,128,383**
Golf Fund	
Operating Total	5,933,483
Total Golf Fund	**$5,933,483**

Light & Power Fund	
Operating Total	171,370,533
Capital	
2023 - GIWH Installations	1,215,000
Art in Public Places	14,000
Back Lot to Front Lot - Parent	400,000
CMMS–Maintenance Management	375,000
Dist. System Impr. & Replace.	500,000
Distribution Automation-Parent	200,000
Service Center - L&P Parent	1,565,000
Streetlights - Parent	1,106,866
Substation Cap Prj - Parent	1,300,000
System Relocations - Parent	400,000
Transformers - Parent	2,000,000
Capital Total	9,075,866
Total Light & Power Fund	**$180,446,399**
Stormwater Fund	
Operating Total	16,598,891
Capital	
Art in Public Places	24,000

Cured in Place Pipe	200,000
Developer Repays	900,000
Master Planning	200,000
Stormwater Basin Improvements	2,750,000
Stream Rehabilitation Program	1,400,000
SW Land Acquisition	300,000
Utility Service Center Phase 2	150,000
Capital Total	5,924,000
Total Stormwater Fund	**$22,522,891**
Wastewater Fund	
Operating Total	23,470,523
Capital	
Combined One Water Laboratory	2,250,000
Art in Public Places	58,400
DWRF Sidestream Phosphorus Removal Phase 2 - Design	1,000,000
DWRF Preliminary Treatment Preliminary Design	2,000,000
Collection Sys Replace Pgm	1,750,000
Developer Repayments	200,000
Operational Technology	390,000
PARENT-Collect Small Projects	1,750,000
PARENT-Polu Control Cap Repla	90,000
PARENT-Serv Center Improvemnts	150,000
PARENT-Water Recl Replcmt Prgm	1,000,000

Capital Total	10,638,400
Total Wastewater Fund	**$34,108,923**
Water Fund	
Operating Total	31,920,064
Capital	
Water - College Avenue Water Main replacement	1,000,000
Art in Public Places	53,000
Combined One Water Laboratory	2,250,000
Distribution Sys Replac	2,500,000
Galvanized Service Repl	1,000,000
Operational Technology	200,000
PARENT-Cathodic Protection	700,000
PARENT-Distro Small Projects	2,150,000
PARENT-Service Cntr Improvm't	150,000
PARENT-Water Qual Cap Replace	100,000
PARENT-Water Supply Developm't	500,000
PARENT-Watershed Protection	200,000
PARENT-Wtr Meter Replacement	350,000
Capital Total	11,153,000
Total Water Fund	**$43,073,064**
TOTAL ENTERPRISE FUNDS	

	$311,213,143
INTERNAL SERVICE FUNDS	
Benefits Fund	43,048,403
Data & Communications Fund	13,692,676
Equipment Fund	17,029,534
Self Insurance Fund	9,487,197
Utility CS&A Fund	24,586,445
TOTAL INTERNAL SERVICE FUNDS	**$107,844,255**
TOTAL CITY FUNDS	**$894,603,000**

These funds are included in the Total City Budget, but adopted on separate Ordinances:

Downtown Development Authority (including debt service funds)	31,622,757
General Improvement District 1	319,731
General Improvement District #15 Skyview	1,000
URA Operating & Debt Service Funds	5,185,096
	$37,128,584
GRAND TOTAL	**$931,731,584**

Section 3. Mill Levy.

a. The mill levy rate for the taxation upon each dollar of the assessed valuation of all the taxable real property within the City of Fort Collins shall be 9.797 mills to be imposed on the assessed value of such property as set by state law for property taxes payable in 2025, which levy represents the amount of taxes for City purposes necessary to provide for payment during the 2025 budget year of all properly authorized expenditures to be incurred by the City, including interest and principal of general obligation bonds.

b. The City Clerk shall certify this levy of 9.797 mills to the County Assessor and the Board of Commissioners of Larimer County, Colorado, in accordance with the applicable provisions of law, as required by Article V, Section 5 of the City Charter and no later than December 15, 2024.

Introduced, considered favorably on first reading on November 4, 2024, and approved on second reading for final passage on November 19, 2024.

Mayor

ATTEST:

City Clerk

Effective Date: November 29, 2024
Approving Attorney: Jenny Lopez Filkins

Exhibit A

Modifications from the 2025-2026 City Manager's Recommended Budget

Note - Offers listed below are in the same order as presented in the work session on October 8

Outcome	Offer Number and Title	Funding Source(s)	Changes Made from Recommended Budget	Ongoing Costs		One-Time Costs	
				2025	2026	2025	2026
C&R	58.6 - Golf Facility Assets	Golf Fund Reserves	Included for funding in 1st Reading			$929,180	$248,540
C&R	26.16 - Access Funds for Low-Income Community Residents	Cultural Services Fund Reserves	Included for funding in 1st Reading at a scaled amount of $75k per yr.	$75,000	$75,000		
HPG	16.16 - Operation Services: 1.0 FTE - Real Estate	General Fund - Facilities Work for Others	Included for funding in 1st Reading	$75,736	$91,427		
HPG	16.19 - Operation Services: 1.0 FTE - HVAC Technician	General Fund - Facilities Work for Others	Included for funding in 1st Reading	$130,060	$84,446		
SAFE	29.20 - Police Colorado Regional Information Sharing Project [CRISP] - REHOST	General Fund Ongoing Revenue for $667k (The balance of the offer is funded by partner orgs.)	Included for funding in 1st Reading			$2,000,000	
SAFE	16.14 - Police Services HVAC	General Fund Reserves	Offer still funded, but amount reduced to $2.5M to align with updated anticipated costs			($4,000,000)	
NCV	18.8 - CDNS: Eviction Legal Fund - formerly ARPA funded	General Fund Reserves	Included for funding in 1st Reading	$220,000	$220,000		
NCV	18.9 - CDNS: Immigration Legal Fund	General Fund Reserves	Included for funding in 1st Reading	$220,000	$220,000		
NCV	44.2 – Affordable Housing Capital Fund	Community Capital Improvement Fund (shift to Offer 44.10)	Offer still funded, but at amount reduced from from $500k to $100k in 2025 to fund Offer 44.10. 2026 is $0 due to the expiration of the 0.25 cent tax.			($400,000)	
NCV	44.10 - Affordable Housing Fee Relief	Community Capital Improvement Fund (shift from Offer 44.2)	Included for funding in 1st Reading. This budget is intended to be non-lapsing with the targeted intent of $200k per year			$400,000	
SAFE	62.4 - Municipal Court: Judicial Services	General Fund Reserves	Included for funding in 1st Reading	$34,906	$36,129		
HPG	11.5 - CPIO: Expanded Communication Methods - formerly ARPA funded	General Fund Reserves	Included for funding in 1st Reading			$100,000	$100,000

Outcome	Offer Number and Title	Funding Source(s)	Changes Made from Recommended Budget	Ongoing Costs		One-Time Costs	
				2025	2026	2025	2026
HPG	16.9 - Fleet Vehicle and Equipment New Replacements	General Fund Reserves	Offer still funded, but at increased amount of $1.2M for total funding of $2.2M	$400,000	$1,800,000		
T&M	19.8 - FC Asphalt Art Program	- Broandband Fund APP @ $53k per year and - General Fund Reserves @ $9.5k per year	Included for funding in 1st Reading at scaled amount for 2 installations per year instead of 4			$62,500	$62,500
T&M	21.9 - PDT Active Modes Facility Maintenance	Transportation Fund Reserves	Included for funding in 1st Reading at a scaled down amount that excluded streetsweeping	$189,233	$193,964	$68,000	
T&M	65.21 - Transfort Sunday and Holiday Service	- 2050 Tax Ongoing: Transit	Included for funding in 1st Reading at $300k starting in 2026	$0	$300,000		
T&M	65.22 - Transfort: 4.0 FTE - Additional Transit Security Officers	- 2050 Tax Ongoing: Transit	Offer still funded, but at amount reduced from 7.0 FTE to 4.0 FTE in 2026 (to pay most of Offer 65.21)	$0	($253,485)		
T&M	19.11 - Adaptive Program Specialist for Safe Routes to School and FC Moves	Transportation Fund Reserves	Included for funding in 1st Reading	$28,639	$29,928		

Exhibit B

Approved Amendments included in First Reading of the 2025-2026 Budget

Outcome	Offer Number and Title	Funding Source(s)	Changes Made from Recommended Budget	One-Time Costs	
				2025	2026
SAFE	10.3 – Cybersecurity Enhancement: Virtual CISO and Endpoint Management Modernization	Same funding for both years: - General Fund = $135,000 - Transportation Fund = $10,000 - Broadband Fund = $20,000 - Light and Power Fund = $28,050 - Water Fund = $26,350 - Wastewater Fund = $19,550 - Stormwater Fund = $11,050	Included for funding on First Reading	$250,000	$250,000
ENV	72.1 - Poudre Flows Design and Permitting	2025 Funding: - General Fund = $180,000 - Water Fund = $185,000 - Natural Areas Fund = $185,000 2026 Funding: - General Fund = $100,000 - Water Fund = $100,000 - Natural Areas Fund = $100,000	Included for funding on First Reading	$550,000	$300,000

Offer 10.3 – Cybersecurity Enhancement: Virtual CISO and Endpoint Management Modernization (2025 = $250.000 and 2026 = $250,000)

This offer proposes funding to advance cybersecurity capabilities within the City of Fort Collins, with a streamlined focus on establishing a Virtual Chief Information Security Officer (vCISO) role and enhancing Endpoint Management, including critical updates to Patch and Vulnerability Management systems. The requested $250,000 per year will support these essential cybersecurity improvements, adding to the protection of city data and infrastructure from increasing cyber threats. This investment builds on the momentum initiated through previous ARPA-funded efforts, aligning with federal cybersecurity standards and bolstering the city's resilience against threats.

Summary of Key Components
- Virtual Chief Information Security Officer (vCISO): A contracted cybersecurity leadership role focused on guiding the city's strategic cybersecurity initiatives, maintaining compliance with cybersecurity standards, and managing cybersecurity risk.
- Endpoint Management Modernization: Improve tools and processes to add to the security of city-managed devices, with a primary emphasis on:
- Patch Management: Proactive identification, testing, and deployment of security patches across systems to reduce vulnerabilities.
- Vulnerability Management: Comprehensive risk assessment to identify and address potential vulnerabilities within the city’s IT infrastructure.

The increasing sophistication and frequency of cyber threats necessitate strong cybersecurity leadership and infrastructure. By funding a Virtual CISO and advancing Endpoint Management, the city will strengthen its cybersecurity posture while optimizing resources in a cost-effective manner. These updates not only protect against data breaches and disruptions but also maintain compliance with insurance requirements and federal cybersecurity standards. The continuation of ARPA-funded cybersecurity initiatives ensures that Fort Collins is equipped with an adaptive, resilient security framework that evolves with emerging threats.

Offer 72.1 - Poudre Flows Design and Permitting (2025 = $550.000 and 2026 = $300,000)

This offer supports the health of the Cache la Poudre River (Poudre River), a cherished landmark and gathering point for Fort Collins community members. Annually, stretches of the Poudre River dry up due to the overallocation of water shares to support municipal, agricultural and industrial uses. Through the launch of the Poudre Flows Project (PFP), regional partners, including Fort Collins, will dedicate water rights to alleviate dry-up conditions and flow depletions on the Poudre River. These water rights will be used to protect instream flows while enhancing river health, water quality and recreation.

To implement the PFP, existing diversion structures must be upgraded. This offer supports design and permitting costs to upgrade the Arthur Diversion structure located downstream of North Taft Hill Road. This project will be designed to allow for bypass flow and measurement, meeting the legal requirements to provide protected instream flows. Additionally, the design will support fish passage and safety upgrades to the structure to support community priorities for and use of the Poudre.

By providing instream, protected flows contributed by regional municipal water providers and improving river health across a 52 mile stretch of the Poudre River, the PFP aligns with and supports City Council’s priority to ensure a resilient and healthy Poudre River. The flows provided by the City will replenish a 10 mile reach of the urban Poudre River as it flows through the heart of Fort Collins. The PFP provides critical flows that protect Utilities’ commitment to provide high quality water systems for the community. This project also benefits fish and riparian habitat, supporting the Natural Areas Department’s goal to protect and improve ecosystem health, while enhancing recreation opportunities in a reach that experiences some of the lowest flows of the Poudre River. Finally, it supports Fort Collins' commitment to a regional effort to improve Poudre River health.

ORDINANCE NO. 154, 2024
OF THE COUNCIL OF THE CITY OF FORT COLLINS
APPROVING THE FISCAL YEAR 2025 BUDGET, AND BEING
THE ANNUAL APPROPRIATION ORDINANCE FOR THE FORT
COLLINS DOWNTOWN DEVELOPMENT AUTHORITY RELATING
TO THE ANNUAL APPROPRIATIONS FOR FISCAL YEAR 2025,
AND FIXING THE MILL LEVY FOR THE DOWNTOWN
DEVELOPMENT AUTHORITY FOR PROPERTY TAXES
PAYABLE FISCAL YEAR 2025

A. The Fort Collins Downtown Development Authority (the "DDA") has been duly organized in accordance with the Colorado Revised Statutes ("C.R.S.") Section 31-25-804.

B. On September 8, 1981, the City Council adopted Resolution 81-129 approving DDA's original Plan of Development dated July 1981, which Plan has been amended several times since 1981 (the "DDA Plan of Development").

C. On September 5, 2024, DDA Board of Directors (the "DDA Board"), acting under the provisions of C.R.S. Section 31-25-816, adopted a proposed and recommended DDA budget for the fiscal year beginning January 1, 2025, as reflected in DDA Board Resolutions 2024-05, 2024-06, 2024-07 and 2024-08 (the "Budget"), and determined the mill levy necessary to provide for payment during fiscal year 2025 of properly authorized operational and maintenance expenditures to be incurred by the DDA.

D. The DDA anticipates receiving in 2025 tax increment revenues of approximately $8,706,279 and approximately $965,152 in revenues from its five-mill property tax for the DDA's operational and maintenance expenditures.

E. It is the desire of the Council to appropriate the sum of THIRTY-ONE MILLION, SIX HUNDRED TWENTY-TWO THOUSAND, SEVEN HUNDRED FIFTY-SEVEN DOLLARS ($31,622,757) from the DDA Operation and Maintenance Fund and the DDA Debt Service Fund for the fiscal year beginning January 1, 2025, and ending December 31, 2025, to be used as follows:

DDA Public/Private Investments & Programs	$11,634,753
DDA Operations & Maintenance (O&M Fund)	1,556,393
2024 Revolving Line of Credit Draws	9,000,000
DDA Debt Service Fund	9,431,611
Total	$31,622,757

F. The DDA Board, as reflected in DDA Board Resolution 2024-04, has recommended to the Council that pursuant to C.R.S. Section 31-25-817 the Council set a mill levy of five (5) mills upon each dollar of assessed valuation on all taxable property within the DDA District, such levy representing the amount of taxes necessary to provide

for payment during the 2025 fiscal year for all properly authorized operational and maintenance expenditures to be incurred by the DDA.

G. The amount of this proposed mill levy is not an increase over prior years and, as such, prior voter approval of the proposed levy is not required under Article X, Section 20 of the Colorado Constitution.

H. C.R.S. Section 39-5-128(1) requires certification of this mill levy to the Larimer County Board of County Commissioners no later than December 15, 2024.

In light of the foregoing recitals, which the Council hereby makes and adopts as determinations and findings, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. The City Council hereby approves the Budget as provided in C.R.S. Section 31-25-816(1).

Section 2. There is hereby appropriated for fiscal year 2025 for expenditure from the DDA Operation and Maintenance Fund for the Downtown Development Authority Public/Private Investments and Programs the sum of ELEVEN MILLION SIX HUNDRED THIRTY-FOUR THOUSAND SEVEN HUNDRED FIFTY-THREE DOLLARS ($11,634,753), to be expended to fund the payment of the DDA-related obligations that have been entered into or will be entered into in furtherance of the DDA Plan of Development.

Section 3. There is also hereby appropriated for fiscal year 2025 for expenditure from the DDA Operation and Maintenance Fund for the Downtown Development Authority Operation and Maintenance the sum of ONE MILLION FIVE HUNDRED FIFTY-SIX THOUSAND THREE HUNDRED NINETY-THREE DOLLARS ($1,556,393), to be expended for the authorized purposes of the DDA.

Section 4. There is hereby appropriated for fiscal year 2025 for expenditure from the Downtown Development Authority 2025 Line of Credit draws the sum of up to NINE MILLION DOLLARS ($9,000,000), to be used to finance DDA projects or programs in accordance with the DDA Plan of Development including the multi-year reimbursement payments, and capital asset maintenance obligations.

Section 5. There is hereby appropriated for the fiscal year 2025 for expenditure from the Downtown Development Authority Debt Service Fund the sum of NINE MILLION FOUR HUNDRED THIRTY-ONE THOUSAND SIX HUNDRED ELEVEN DOLLARS ($9,431,611), for payment of debt service on a previously issued and outstanding bond, and for payment on the 2025 Line of Credit draws.

Section 6. The DDA's mill levy rate for the taxation upon each dollar of the assessed valuation of all taxable property within the DDA District shall be five (5) mills to be imposed on the assessed value of such property as set by state law for property taxes

payable in 2025, which levy represents the amount of taxes necessary to provide for payment during fiscal year 2025 of all properly authorized operational and maintenance expenditures to be incurred by the DDA, as appropriated herein. The City Clerk shall certify said mill levy to the County Assessor and the Board of County Commissioners of Larimer County, Colorado, no later than December 15, 2024.

Introduced, considered favorably on first reading on November 4, 2024, and approved on second reading for final passage on November 19, 2024.

Mayor

ATTEST:

City Clerk

CITY OF FORT COLLINS SEAL COLORADO

Effective Date: November 29, 2024
Approving Attorney: Jenny Lopez Filkins

ORDINANCE NO. 078
OF THE COUNCIL OF THE CITY OF FORT COLLINS, COLORADO, ACTING AS THE EX-OFFICIO BOARD OF DIRECTORS OF GENERAL IMPROVEMENT DISTRICT NO. 1, APPROVING THE FISCAL YEAR 2025 BUDGET, DETERMINING AND FIXING THE MILL LEVY FOR FISCAL YEAR 2025, DIRECTING THE SECRETARY OF THE DISTRICT TO CERTIFY SUCH LEVY TO THE BOARD OF COMMISSIONERS OF LARIMER COUNTY AND MAKING THE FISCAL YEAR 2025 ANNUAL APPROPRIATION FOR GENERAL IMPROVEMENT DISTRICT NO. 1

A. City of Fort Collins General Improvement District No. 1 (the "GID") in Fort Collins, Colorado, has been duly organized in accordance with the ordinances of the City and the statutes of the State of Colorado.

B. Attached as Exhibit "A" and incorporated herein by reference is the GID's proposed fiscal year 2025 budget (the "Budget").

C. The GID staff considered the amount of money to be raised by a levy on the taxable property in the GID and recommends that a levy of 4.924 mills upon each dollar of the assessed valuation of all taxable property within the limits of the GID is required during 2025 to pay the cost of operating the GID.

D. The GID staff estimates a levy of 4.924 mills will result in $310,000 of revenue.

E. The amount of this proposed mill levy is not an increase over prior years so prior voter approval of the levy is not required under Article X, Section 20 of the Colorado Constitution.

F. Colorado Revised Statutes ("C.R.S.") Section 39-5-128(1) requires certification of any tax levy to the Board of County Commissioners no later than December 15 of each year.

G. Additional revenue is collected by the GID from such sources as the automobile specific ownership tax and interest earnings and that revenue for 2025 is anticipated to be $66,964.

H. The City Council, acting as the ex-officio Board of Directors of the GID, desires to appropriate the necessary funds for operating costs and capital improvements of the GID for the fiscal year beginning January 1, 2025, and ending December 31, 2025.

In light of the foregoing recitals, which the Council hereby makes and adopts as determinations and findings, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS, acting ex-officio as the Board of Directors of the City of Fort Collins General Improvement District No. 1, as follows:

Section 1. The Budget is hereby approved.

Section 2. The mill levy rate for taxation upon each dollar of the assessed valuation of all taxable property within the GID's boundaries shall be 4.924 mills imposed on the assessed valuation of all taxable property as set by state law for the GID's property taxes payable in 2025.

Section 3. The City Clerk is hereby designated as the Secretary of the General Improvement District No. 1 and is hereby authorized and directed to certify such mill levy to the Board of Larimer County Commissioners as provided by law and no later than December 15, 2024.

Section 4. The City Council, acting ex-officio as the Board of Directors of City of Fort Collins General Improvement District No. 1, hereby appropriates the revenues of General Improvement District No. 1 for the fiscal year beginning January 1, 2025, and ending December 31, 2025, to be raised by taxation and additional revenue sources, the sum of THREE HUNDRED NINETEEN THOUSAND SEVEN HUNDRED THIRTY-ONE DOLLARS ($319,731) to be expended for the authorized purposes of the General Improvement District No.1, including, without limitation, for:

$90,000	For transfer payment to Parks for downtown Holiday Lighting (Parks offer 55.1)
$75,000	To be used for priority sidewalk and curb replacements in the downtown area.
$50,000	To be used for work related to Parks and Forestry work in the Downtown area.
$25,000	To be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements.
$40,000	For residential property tax rebate program.
$33,531	For other operating expenses (personnel, utilities, etc.).
$6,200	For Larimer County Treasurer's fee for collecting the property tax
$319,731	**TOTAL 2025 GID Expenses**

Introduced, considered favorably on first reading on November 4, 2024, and approved on second reading for final passage on November 19, 2024.

Mayor, Ex Officio President

ATTEST:

City Clerk, Ex Officio Secretary

Effective Date: November 29, 2024
Approving Attorney: Jenny Lopez Filkins

Exhibit A

2025 Budget for General Improvement District #1

2025 Budgeted Revenue	
Property Tax	$310,000
Shared Revenue (Auto Specific Ownership Tax)	$46,000
Interest on Balances	$28,964
Total Revenue	**$376,964**
2025 Budgeted Expense	
For transfer payment to Parks for downtown Holiday Lighting (in Parks Offer 55.1).	$90,000
To be used for priority sidewalk and curb replacements in the downtown area.	$75,000
To be used for work related to Parks and Forestry work in the Downtown area.	$50,000
To be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements.	$25,000
For residential property tax rebate program.	$40,000
For other operating expenses (personnel, utilities, etc.).	$33,531
For Larimer County Treasurer's fee for collecting the property tax.	$6,200
Total Expense	**$319,731**
2025 Net Impact to Fund Balance	**$57,233**

ORDINANCE NO. 18
OF THE COUNCIL OF THE CITY OF FORT COLLINS, COLORADO, ACTING AS THE EX-OFFICIO BOARD OF DIRECTORS OF SKYVIEW SOUTH GENERAL IMPROVEMENT DISTRICT NO. 15, APPROVING FISCAL YEAR 2025 BUDGET, DETERMINING AND FIXING THE MILL LEVY FOR FISCAL YEAR 2025, DIRECTING THE SECRETARY OF THE DISTRICT TO CERTIFY SUCH LEVY TO THE BOARD OF COMMISSIONERS OF LARIMER COUNTY AND MAKING THE FISCAL YEAR 2025 ANNUAL APPROPRIATION FOR SKYVIEW SOUTH GENERAL IMPROVEMENT DISTRICT NO. 15

A. The Skyview South General Improvement District No. 15 (the "GID") was created by Larimer County in 1997 and annexed into the City by Phase Three of the Southwest Enclave Annexation in 2009.

B. Pursuant to Colorado Revised Statutes ("C.R.S.") Sections 31-25-603 and 31-25-609, as a result of the annexation of the entire GID into the City, the GID is now a district of the City and the City Council is to act as the ex-officio board of directors of the GID.

C. Attached as Exhibit "A" and incorporated herein by reference is the GID's proposed fiscal year 2025 budget (the "Budget").

D. GID staff has considered the amount of revenue to be raised by a levy on the taxable real property within the GID boundaries, and recommends imposing a levy of 10.0 mills upon each dollar of the assessed valuation of all such taxable real property for 2025.

E. GID staff estimates a levy of 10.0 mills will result in $40,533 of revenue.

F. The amount of this proposed mill levy is not an increase over prior years and, therefore, prior voter approval of the proposed levy is not required under Article X, Section 20 of the Colorado Constitution.

G. C.R.S. Section 39-5-128(1) requires certification of any tax levy to the Board of Commissioners of Larimer County no later than December 15 of each year.

H. Additional revenue totaling $8,564 for 2025 is expected to be collected by the GID from interest earnings.

I. An appropriation of $1,000 is needed from the GID's revenue to pay the $1,000 fee owed to Larimer County for the 2025 collection of the GID's taxes.

In light of the foregoing recitals, which the Council hereby makes and adopts as determinations and findings, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS, acting ex-officio as the Board of Directors of the City of Fort Collins Skyview South General Improvement District No. 15, as follows:

Section 1. The Budget is hereby approved.

Section 2. The mill levy rate for taxation upon each dollar of the assessed valuation of taxable real property within the GID boundaries shall be 10.0 mills imposed on the assessed value of taxable property as set by state law for the GID's property taxes payable in 2025.

Section 3. The City Clerk, acting ex-officio as the Secretary for the GID, shall certify this levy of 10.0 mills to the County Assessor and the Board of Larimer County Commissioners as provided by law and no later than December 15, 2024.

Section 4. The City Council, acting ex-officio as the Board of Directors of the City of Fort Collins General Improvement District No. 15, hereby appropriates out of the revenues of the GID for the fiscal year beginning January 1, 2025, and ending December 31, 2025, the sum of ONE THOUSAND DOLLARS ($1,000) for payment to Larimer County for its collection of GID property taxes in 2024.

Section 5. The remainder of the GID revenue to be received in 2025 from taxation and other sources, shall be reserved in fund balance until such future time as the Board of Directors authorizes, by appropriation, such revenue to be used for the purposes of the GID.

Introduced, considered favorably on first reading on November 4, 2024, and approved on second reading for final passage on November 19, 2024.

CITY OF FORT COLLINS SEAL COLORADO

Mayor, Ex Officio President

ATTEST:

City Clerk, Ex Officio Secretary

Effective Date: November 29, 2024
Approving Attorney: Jenny Lopez Filkins

Exhibit A to Ordinance No. 18

2025 Budget for General Improvement District #15

2025 Budgeted Revenues to be used for expenses:	$ 49,097
2025 Budgeted Expenses:	
Larimer County charge for tax collection	$ 1,000
2025 Net Impact to Fund Balance	$ 48,097

RESOLUTION NO. 136
OF THE BOARD OF COMMISSIONERS OF THE
FORT COLLINS URBAN RENEWAL AUTHORITY
ADOPTING THE 2025 BUDGET FOR THE FORT COLLINS
URBAN RENEWAL AUTHORITY

WHEREAS, the Fort Collins Urban Renewal Authority (the "URA") was created on January 5, 1982, by City Council's adoption of Resolution 1982-010, which resolution designated the City Council as the URA's Board of Commissioners ("Board"); and

WHEREAS, the URA operates to eliminate blight and prevent the spread of blight within urban renewal areas in accordance with the Colorado Urban Renewal Law, C.R.S. Section 31-25-101, et seq.; and

WHEREAS, the URA currently has four approved urban renewal plan areas that collect tax increment revenues and have annual expenditures, and these are known as the North College District, the Prospect South District, the Foothills District, and the Drake and College District (collectively, the "Districts"); and

WHEREAS, the Board has considered a proposed budget for fiscal year 2025 for each of the Districts and it wishes to adopt them as the URA's fiscal year 2025 budget in accordance with the Local Government Budget Law of Colorado, C.R.S. Section 29-1-101, et seq. (the "Budget Law"); and

WHEREAS, attached as Exhibit "A" and incorporated herein is the URA's fiscal year 2025 budget message for the Districts as required by the Budget Law (the "Budget Message"); and

WHEREAS, attached as Exhibit "B" and incorporated herein are the North College District's 2025 budget statement showing anticipated revenues and proposed expenditures and its comparative budget statement showing beginning and ending fund balances (jointly, the "North College District Budget"); and incorporated herein are the Prospect South District's 2025 budget statement showing anticipated revenues and proposed expenditures and its comparative budget statement showing and beginning and ending fund balances (jointly, the "Prospect South District Budget"; and incorporated herein are the Foothills District's 2025 budget statement showing anticipated revenues and proposed expenditures and its comparative budget statement showing beginning and ending fund balances (jointly, the "Foothills District Budget"); and College & Drake District's 2025 budget statement showing anticipated revenues and proposed expenditures and its comparative budget statement showing beginning and ending fund balances (jointly, the "College and Drake District Budget") and

WHEREAS, the Budget Message, the North College District Budget, the Prospect South District Budget, and the Foothills District Budget shall be collectively referred to as the "2025 URA Budget".

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY as follows:

Section 1. That the Board hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the 2025 URA Budget is hereby approved and the revenue amounts stated therein are appropriated for expenditure as stated in the 2025 URA Budget.

Section 3. That the Chief Financial Officer of the City, ex officio the Financial Officer of the URA, is hereby directed to file a certified copy of the 2025 URA Budget with the office of the Division of Local Government, Department of Local Affairs, State of Colorado as required by the Budget Law.

Passed and adopted at a regular meeting of the Board of Commissioners of the Fort Collins Urban Renewal Authority this 24th day of October A.D. 2024.

Kristin Stephens
Vice Chair

ATTEST:

D.G. Ch
Secretary, Assistant

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High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

- **Administrative, Legal & Municipal Services**
- **City Council**
- **Internal Services**
- **Utility Customer Service**

Overview

The majority of offers in the High Performing Government Outcome are for leadership, enterprise and internal services that provide essential support systems for City operations, as well as employee benefits and insurance. Core Utility support services are also included in this Outcome, as well as administration for areas that cover multiple outcomes, such as Sustainability Services and Planning, Development & Transportation. The strategic objectives for High Performing Government, as outlined in the 2024 Strategic Plan, are as follows:

HPG 24/7/365 Operational Excellence

HPG 1 Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies.

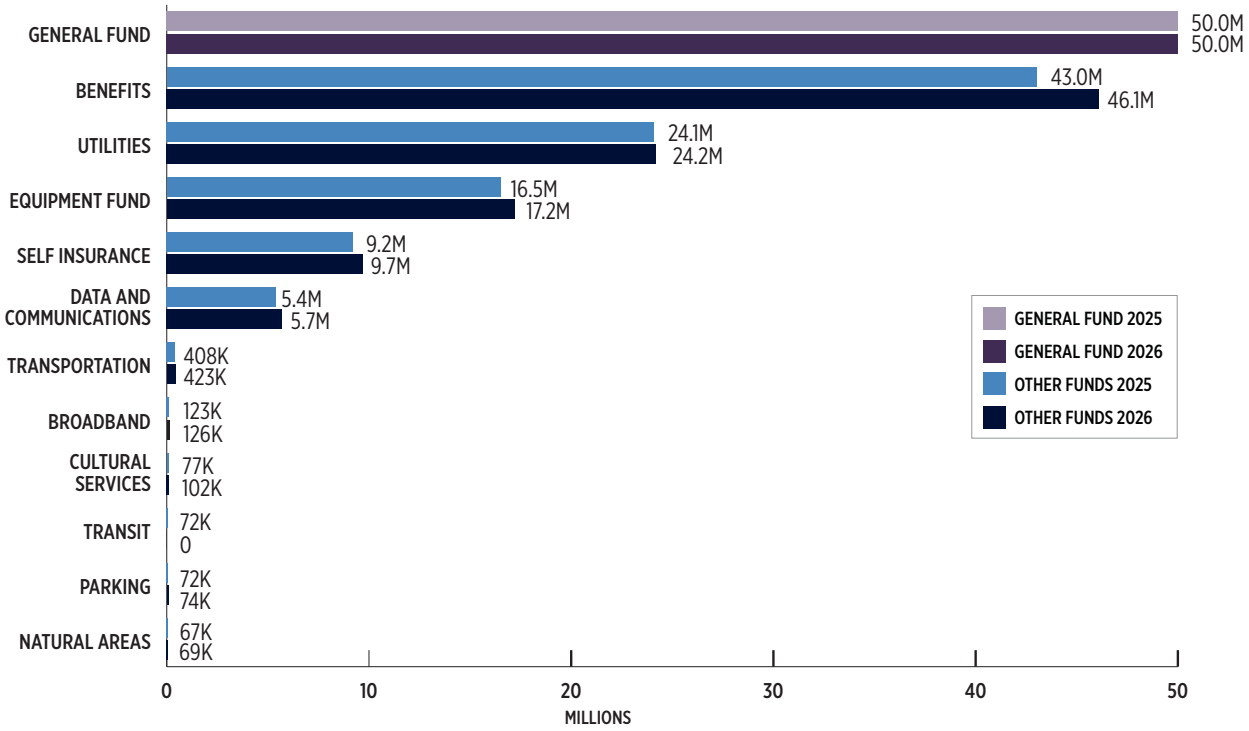
HPG 2 Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information.

HPG 3 Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization.

HPG 4 Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility.

2025 GENERAL FUND & OTHER FUNDS – $149.1M

2026 GENERAL FUND & OTHER FUNDS – $153.5M



Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat Obj.	2025	2026
3.8	IT: Artificial Intelligence (AI) Framework for Governance, Equity, and Transparency	HPG 1	$50,000	$50,000
4.23	Utilities: One Water Action Framework	HPG	$400,000	$0
4.25	Utilities: Water/Wastewater/Stormwater - One Water Operator	HPG 3	$751,107	$780,181
4.26	Utilities: Water/Wastewater/Stormwater - Engineering Pay	HPG 3	$274,603	$283,949
11.5	CPIO: Expanded Communication Methods - formerly ARPA funded	HPG 2	$100,000	$100,000
11.7	CPIO: Digital Experience Implementation Support	HPG 2	$60,000	$60,000
14.7	Human Resources: 2.0 FTE - Coordinator, HRIS	HPG 3	$0	$0
14.8	Human Resources: 1.0 FTE - Recruiting Specialist and Recruitment Advertising Funds - formerly ARPA-funded	HPG 3	$107,722	$155,952
16.9	Fleet Vehicle and Equipment New Replacements	HPG 4	$400,000	$1,800,000
16.14	Police Services HVAC Electrification and Efficiency Replacements	HPG 4	$2,500,000	$0
16.16	Operation Services: 1.0 FTE - Real Estate	HPG	$75,736	$91,427
16.19	Operation Services: 1.0 FTE - HVAC Technician	HPG 4	$130,060	$84,446
35.12	1.0 FTE Sales Tax Audit Manager	HPG	$94,776	$129,421
35.13	1.0 FTE Purchasing Manager - Utilities	HPG	$96,876	$130,021
35.15	Finance Administration: 0.5 FTE Grant Accountant	HPG	$43,784	$59,096
35.16	1.0 FTE Cultural Services Fundraising	HPG 2	$76,680	$102,009
48.6	City Manager's Office - Comprehensive Community, Business, and Employee Feedback Management System	HPG 3	$67,000	$55,000
48.10	City Manager's Office - Customer Experience	HPG 1	$100,000	$100,000
49.2	1.0 FTE Senior Assistant City Attorney	HPG 1	$151,119	$189,464
49.3	Comcast Franchise Negotiation Process	HPG	$45,000	$0
75.1	Community Services - Youth Advisory Board	HPG 2	$30,000	$30,000
		TOTAL	**$5,554,463**	**$4,200,966**

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but were not included in Ongoing Offers*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	3.1 - IT Applications - Enterprise Application Services Offer Type: Ongoing	1,409,651	0	946,627 *Data & Communications*	463,024	0
Not Ranked	3.2 - IT Applications - E-Government Services Offer Type: Ongoing	593,357	0	430,788 *Data & Communications*	162,569	0
Not Ranked	3.3 - IT Applications - Geographic Information Services Offer Type: Ongoing	700,469	0	381,463 *Data & Communications*	319,006	0
Not Ranked	3.4 - IT Applications - Document Management Services Offer Type: Ongoing	570,390	0	414,384 *Data & Communications*	156,006	0
Not Ranked	3.5 - IT Applications - Development Tracking Services Offer Type: Ongoing	612,471	0	0 *Data & Communications*	612,471	0
Not Ranked	4.1 - Utilities: CS&A - Locating Operations Offer Type: Ongoing	1,370,747	0	0 *Utility CS&A*	1,370,747	0
Not Ranked	4.2 - Utilities: CS&A - Grounds Maintenance Offer Type: Ongoing	396,477	0	0 *Utility CS&A*	396,477	0
Not Ranked	4.5 - Utilities: CS&A - Minor Capital Offer Type: Asset Management-Ongoing	185,000	0	0 *Utility CS&A*	185,000	0
Not Ranked	4.6 - Utilities: CS&A - Utilities IT Offer Type: Ongoing	6,882,857	0	0 *Utility CS&A*	6,882,857	0
Not Ranked	4.7 - Utilities: CS&A - IT Minor Capital Offer Type: Ongoing	552,686	0	0 *Utility CS&A*	552,686	0
Not Ranked	4.8 - Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture Offer Type: Ongoing	1,621,344	0	0 *Utility CS&A*	1,621,344	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	4.9 - Utilities: CS&A - Utilities Water Director's Office	952,771	0	0	952,771	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	4.10 - Utilities: CS&A - Finance and Asset Management	4,363,448	0	82,124	4,281,324	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	4.11 - Utilities: CS&A - Support Services and Wellness	1,280,974	0	0	1,280,974	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	4.12 - Utilities: CS&A - Utilities Executive Director's Office	688,529	0	0	688,529	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	4.13 - Utilities: CS&A - Customer Care & Technology	2,338,159	0	0	2,338,159	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	4.14 - Utilities: CS&A - Deputy Director	398,148	0	0	398,148	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	4.15 - Utilities: CS&A - Communications and Marketing	651,815	0	0	651,815	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	4.16 - Utilities: CS&A - Customer Operations Support	372,668	0	0	372,668	0
	Offer Type: Ongoing				*Utility CS&A*	
Not Ranked	6.1 - IT Infrastructure - Network and Voice Services	1,626,088	0	336,831	1,289,257	0
	Offer Type: Ongoing				*Data & Communications*	
Not Ranked	6.3 - IT Infrastructure - Systems Engineering	1,261,225	0	687,796	573,429	0
	Offer Type: Ongoing				*Data & Communications*	
Not Ranked	6.4 - IT Infrastructure - Client Services	2,525,325	0	1,783,957	741,368	0
	Offer Type: Ongoing				*Data & Communications*	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	6.5 - IT Infrastructure - Asset Equipment Lifecycle Replacement	1,374,882	0	480,000	538,953	355,929
	Offer Type: Asset Management-Ongoing				*Data & Communications*	*General Fund Data & Communications*
Not Ranked	9.1 - IT Administration Services	1,175,883	0	768,369	407,514	0
	Offer Type: Ongoing				*Data & Communications*	
Not Ranked	9.2 - IT Digital Strategic Portfolio Office	275,618	0	199,468	76,150	0
	Offer Type: Ongoing				*Data & Communications*	
Not Ranked	11.1 - CPIO: Creative Services	844,825	56,000	788,825	0	0
	Offer Type: Ongoing		*Communications Fees*			
Not Ranked	11.2 - Communications & Public Involvement Central Communications	1,270,620	190,471	1,043,924	36,225	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Broadband*	
Not Ranked	11.3 - Public, Educational and Governmental Programming (PEG)	125,500	125,500	0	0	0
	Offer Type: Ongoing		*Cable PEG Fees*			
Not Ranked	14.1 - Human Resources Core Services	2,794,866	0	2,794,866	0	0
	Offer Type: Ongoing					
Not Ranked	14.2 - Human Resources: Talent Development	466,535	0	466,535	0	0
	Offer Type: Ongoing					
Not Ranked	14.3 - Human Resources: Volunteer Services Program	219,561	219,561	0	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	14.4 - Human Resources: City Benefits, Wellness and Retirement	43,048,403	0	0	42,621,539	426,864
	Offer Type: Ongoing				*Benefits*	*Benefits*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	16.1 - Fleet Fuel	3,291,419	0	0	3,291,419	0
	Offer Type: Ongoing				*Equipment*	
Not Ranked	16.2 - Fleet Maintenance	7,781,633	0	0	7,781,633	0
	Offer Type: Asset Management-Ongoing				*Equipment*	
Not Ranked	16.3 - Facility Maintenance	5,953,148	1,250,000	4,703,148	0	0
	Offer Type: Asset Management-Ongoing			*Facilities Work for Others*		
Not Ranked	16.4 - Facility Major Maintenance	363,000	0	0	0	363,000
	Offer Type: Asset Management-Ongoing					*General Fund*
Not Ranked	16.5 - Operation Services Administration	1,184,610	0	442,084	742,526	0
	Offer Type: Ongoing				*Equipment*	
Not Ranked	16.6 - Facilities Project Management, Real Estate Services, and Reduced Internal Mail Services	2,004,508	1,596,565	407,943	0	0
	Offer Type: Ongoing			*Facilities House, Bldg & Office Rental* *Facilities Work for Others*		
Not Ranked	16.7 - Operation Services: Required Building Modifications	600,000	0	600,000	0	0
	Offer Type: Asset Management-Ongoing					
Not Ranked	16.8 - Facility Custodial and Utilities	5,036,497	921,038	4,115,459	0	0
	Offer Type: Ongoing			*Facilities Work for Others*		
Not Ranked	16.10 - Fleet Vehicle and Equipment Existing Payments	4,494,661	0	0	4,494,661	0
	Offer Type: Asset Management-Ongoing				*Equipment*	
Not Ranked	16.11 - Aging Facility Maintenance	512,500	0	177,803	0	334,697
	Offer Type: Asset Management-Ongoing					*General Fund*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	27.1 - Planning, Development & Transportation Administration Offer Type: Ongoing	1,568,658	0	1,015,611	553,047 *Transit Services Transportation Parking*	0
Not Ranked	30.1 - Safety & Risk Management Programs and Services Offer Type: Ongoing	9,204,432	0	0	8,544,106 *Self Insurance*	660,326 *Self Insurance*
Not Ranked	35.1 - Purchasing and Procurement Services Offer Type: Ongoing	681,620	0	520,111	0	161,509 *General Fund*
Not Ranked	35.2 - Accounting and Financial Transaction Services Offer Type: Ongoing	2,281,359	0	1,986,652	0	294,707 *General Fund*
Not Ranked	35.3 - Sales Tax Services Offer Type: Ongoing	1,008,451	0	1,008,451	0	0
Not Ranked	35.4 - Strategic Financial, Budgeting & Continual Improvement Services Offer Type: Ongoing	1,517,554	0	1,517,554	0	0
Not Ranked	35.6 - City Give Programs and Services Offer Type: Ongoing	172,426	0	172,426	0	0
Not Ranked	41.1 - Sustainability Services Administration Offer Type: Ongoing	762,236	56,883 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	705,353	0	0
Not Ranked	48.1 - City Council Offer Type: Ongoing	600,292	17,367 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	582,925	0	0
Not Ranked	48.2 - City Manager's Office - Executive and Administrative Offer Type: Ongoing	2,112,048	0	1,915,496	196,552 *Light & Power Water*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	48.3 - City Manager's Office - Policy, Legislative, and Performance Excellence Divisions Offer Type: Ongoing	519,417	0	519,417	0	0
Not Ranked	48.5 - Equity & Inclusion Office Offer Type: Ongoing	648,522	0	648,522	0	0
Not Ranked	49.1 - General Legal Services Offer Type: Ongoing	3,296,046	0	2,750,263	545,783 *Natural Areas* *Light & Power* *Water* *Wastewater* *Stormwater* *Broadband* *Utility CS&A*	0
Not Ranked	52.1 - City Clerk Administration Offer Type: Ongoing	843,271	0	843,271	0	0
Not Ranked	52.2 - City Clerk's Office - Elections Offer Type: Ongoing	275,000	0	0	0	275,000 *General Fund*
Not Ranked	52.3 - City Clerk's Office - Boards and Commissions Offer Type: Ongoing	120,428	0	120,428	0	0
Not Ranked	52.4 - City Clerk's Office - Regulatory Licensing Offer Type: Ongoing	232,313	0	232,313	0	0
Not Ranked	52.5 - City Clerk's Office - Privacy & Records Offer Type: Ongoing	166,633	0	166,633	0	0
Not Ranked	59.2 - Urban Forest Management - Tree Infrastructure Replacement Offer Type: Asset Management-Ongoing	221,884	0	0	0	221,884 *General Fund*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

		Offer Cost	Offer Funding			
			GENERAL FUND			
Rank	Offer # & Name	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	59.11 - Urban Forest Management	3,111,735	200,000	2,911,735	0	0
	Offer Type: Ongoing		*Development Review Park Fees*	*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		
63	35.12 - 1.0 FTE Sales Tax Audit Manager	94,776	94,776	0	0	0
	Offer Type: Enhancement		*Sales & Use Tax Audits*			
64	49.3 - Comcast Franchise Negotiation Process	45,000	0	45,000	0	0
	Offer Type: 1-Time Enhancement					
65	14.7 - Human Resources: 2.0 FTE - Coordinator, HRIS	0	0	0	0	0
	Offer Type: Enhancement					
66	16.14 - Police Services HVAC Electrification and Efficiency Replacements	2,500,000	0	0	0	2,500,000
	Offer Type: Asset Management-Enhanced					*General Fund*
68	35.13 - 1.0 FTE Purchasing Manager - Utilities	96,876	0	0	96,876	0
	Offer Type: Enhancement				*Utility CS&A*	
71	16.9 - Fleet Vehicle and Equipment New Replacements	400,000	0	0	200,000	200,000
	Offer Type: Asset Management-Enhanced				*Equipment*	*General Fund*
72	35.15 - Finance Administration: 0.5 FTE Grant Accountant	43,784	0	0	0	43,784
	Offer Type: Enhancement					*General Fund*
73	16.16 - Operation Services: 1.0 FTE - Real Estate	75,736	75,736	0	0	0
	Offer Type: Asset Management-Enhanced		*Facilities Work for Others*			
74	4.25 - Utilities: Water/Wastewater/Stormwater - One Water Operator	751,107	0	0	751,107	0
	Offer Type: Enhancement				*Water Wastewater Stormwater*	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
75	49.2 - 1.0 FTE Senior Assistant City Attorney Offer Type: Enhancement	151,119	0	151,119	0	0
76	4.26 - Utilities: Water/Wastewater/Stormwater - Engineering Pay Offer Type: Enhancement	274,603	0	0	274,603 *Water* *Wastewater* *Stormwater* *Utility CS&A*	0
77	4.23 - Utilities: One Water Action Framework Offer Type: 1-Time Enhancement	400,000	0	0	400,000 *Utility CS&A*	0
81	16.19 - Operation Services: 1.0 FTE - HVAC Technician Offer Type: Asset Management-Enhanced	130,060	130,060 *Facilities Work for Others*	0	0	0
89	75.1 - Community Services - Youth Advisory Board Offer Type: Enhancement	30,000	0	30,000	0	0
90	48.6 - City Manager's Office - Comprehensive Community, Business, and Employee Feedback Management System Offer Type: Enhancement	67,000	0	67,000	0	0 *General Fund*
92	11.5 - CPIO: Expanded Communication Methods - formerly ARPA funded Offer Type: Enhancement	100,000	0	0	0	100,000 *General Fund*
95	14.8 - Human Resources: 1.0 FTE - Recruiting Specialist and Recruitment Advertising Funds - formerly ARPA funded Offer Type: Enhancement	107,722	0	107,722	0	0
96	35.16 - 1.0 FTE Cultural Services Fundraising Offer Type: Enhancement	76,680	0	0	0	76,680 *Cultural Services*
97	48.10 - City Manager's Office - Customer Experience Offer Type: 1-Time Enhancement	100,000	0	0	25,000 *Utility CS&A*	75,000 *General Fund*

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
98	3.8 - IT: Artificial Intelligence (AI) Framework for Governance, Equity, and Transparency Offer Type: Enhancement	50,000	0	36,000	14,000 *Data & Communications*	0
99	11.7 - CPIO: Digital Experience Implementation Support Offer Type: 1-Time Enhancement	60,000	0	0	0	60,000 *General Fund*
	Funded Offers	**149,072,056**	**4,933,957**	**40,106,396**	**97,882,323**	**6,149,380**
67	14.6 - Human Resources: 1.0 FTE Sr Partner Offer Type: Enhancement	81,064	0	81,064	0	0
69	3.6 - Geographic Information System (GIS) Cloud Modernization Offer Type: Continuing Enhancement	135,000	0	98,591	36,409 *Data & Communications*	0
70	4.4 - Utilities: CS&A - IT Minor Capital - Enhancement Offer Type: Enhancement	867,290	0	0	867,290 *Utility CS&A*	0
78	16.17 - Operation Services: 1.0 FTE - Project Management, Planning & Design (PMPD) Offer Type: Asset Management-Enhanced	93,610	93,610 *Facilities Work for Others*	0	0	0
79	4.24 - Utilities: 1.0 FTE - Training Coordinator Offer Type: Enhancement	20,724	0	0	20,724 *Water* *Wastewater* *Stormwater* *Utility CS&A*	0
80	4.18 - Utilities: CS&A - Wood Street Facilities Asset Renewal Program Offer Type: Enhancement	692,726	0	0	556,143 *Light & Power* *Water* *Wastewater* *Stormwater*	136,583 *Wastewater*

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
82	35.11 - 1.0 FTE Financial Information Systems Offer Type: Enhancement	85,791	0	85,791	0	0
83	59.14 - 3.0 FTE - 1.0 Forestry Crew Chief and 2.0 Technician II Offer Type: Enhancement	204,085	0	204,085	0	0
84	16.18 - Operation Services: 1.0 FTE - Aquatics Technician Offer Type: Asset Management-Enhanced	130,060	130,060 *Facilities Work for Others*	0	0	0
85	59.15 - Forestry Equipment Offer Type: 1-Time Enhancement	425,000	0	425,000	0	0
86	9.3 - 2.0 FTE - IT Project Managers - Establish a Digital Portfolio Project Management Office Offer Type: Enhancement	283,140	0	205,341	0	77,799 *Data & Communications*
87	30.2 - Safety & Risk Management: 1.0 FTE - Safety Manager Offer Type: Enhancement	129,698	0	0	0	129,698 *Self Insurance*
88	4.3 - Utilities: CS&A - Customer Experience Consulting Offer Type: Continuing Enhancement	110,535	0	0	110,535 *Utility CS&A*	0
91	48.7 - 1.0 FTE Equity & Inclusion Public Engagement Specialist Offer Type: Enhancement	145,088	0	145,088	0	0
93	16.23 - Restore: Internal Mail to Full Service - 5 days a week Offer Type: Enhancement	100,000	0	100,000	0	0
94	4.22 - Utilities: CS&A - Utilities Service Center Master Planning Offer Type: Enhancement	500,000	0	0	500,000 *Utility CS&A*	0

HIGH PERFORMING GOVERNMENT - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
100 Replacements	16.24 - 215 N. Mason HVAC Electrification and Efficiency Offer Type: Asset Management-Enhanced	0	0	0	0	0 *General Fund*
	Unfunded Offers	**4,003,811**	**223,670**	**1,344,960**	**2,091,101**	**344,080**
	Total Offers	**153,075,867**	**5,157,627**	**41,451,356**	**99,973,424**	**6,493,460**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	3.1 - IT Applications - Enterprise Application Services Offer Type: Ongoing	1,447,924	0	970,295	477,629 *Data & Communications*	0
Not Ranked	3.2 - IT Applications - E-Government Services Offer Type: Ongoing	610,112	0	442,240	167,872 *Data & Communications*	0
Not Ranked	3.3 - IT Applications - Geographic Information Services Offer Type: Ongoing	716,587	0	391,270	325,317 *Data & Communications*	0
Not Ranked	3.4 - IT Applications - Document Management Services Offer Type: Ongoing	588,128	0	426,701	161,427 *Data & Communications*	0
Not Ranked	3.5 - IT Applications - Development Tracking Services Offer Type: Ongoing	635,051	0	0	635,051 *Data & Communications*	0
Not Ranked	4.1 - Utilities: CS&A - Locating Operations Offer Type: Ongoing	1,411,240	0	0	1,411,240 *Utility CS&A*	0
Not Ranked	4.2 - Utilities: CS&A - Grounds Maintenance Offer Type: Ongoing	410,316	0	0	410,316 *Utility CS&A*	0
Not Ranked	4.5 - Utilities: CS&A - Minor Capital Offer Type: Asset Management-Ongoing	285,000	0	0	285,000 *Utility CS&A*	0
Not Ranked	4.6 - Utilities: CS&A - Utilities IT Offer Type: Ongoing	6,516,779	0	0	6,516,779 *Utility CS&A*	0
Not Ranked	4.7 - Utilities: CS&A - IT Minor Capital Offer Type: Ongoing	628,269	0	0	628,269 *Utility CS&A*	0
Not Ranked	4.8 - Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture Offer Type: Ongoing	1,669,109	0	0	1,669,109 *Utility CS&A*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	4.9 - Utilities: CS&A - Utilities Water Director's Office Offer Type: Ongoing	974,387	0	0	974,387 *Utility CS&A*	0
Not Ranked	4.10 - Utilities: CS&A - Finance and Asset Management Offer Type: Ongoing	4,493,579	0	84,903	4,408,676 *Utility CS&A*	0
Not Ranked	4.11 - Utilities: CS&A - Support Services and Wellness Offer Type: Ongoing	1,298,355	0	0	1,298,355 *Utility CS&A*	0
Not Ranked	4.12 - Utilities: CS&A - Utilities Executive Director's Office Offer Type: Ongoing	703,519	0	0	703,519 *Utility CS&A*	0
Not Ranked	4.13 - Utilities: CS&A - Customer Care & Technology Offer Type: Ongoing	2,561,468	0	0	2,561,468 *Utility CS&A*	0
Not Ranked	4.14 - Utilities: CS&A - Deputy Director Offer Type: Ongoing	409,033	0	0	409,033 *Utility CS&A*	0
Not Ranked	4.15 - Utilities: CS&A - Communications and Marketing Offer Type: Ongoing	670,175	0	0	670,175 *Utility CS&A*	0
Not Ranked	4.16 - Utilities: CS&A - Customer Operations Support Offer Type: Ongoing	385,465	0	0	385,465 *Utility CS&A*	0
Not Ranked	6.1 - IT Infrastructure - Network and Voice Services Offer Type: Ongoing	1,655,769	0	340,367	1,315,402 *Data & Communications*	0
Not Ranked	6.3 - IT Infrastructure - Systems Engineering Offer Type: Ongoing	1,220,208	0	662,649	557,559 *Data & Communications*	0
Not Ranked	6.4 - IT Infrastructure - Client Services Offer Type: Ongoing	2,622,173	0	1,849,310	772,863 *Data & Communications*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	6.5 - IT Infrastructure - Asset Equipment Lifecycle Replacement	1,776,510	0	53,396	689,447	1,033,667
	Offer Type: Asset Management-Ongoing				*Data & Communications*	*General Fund Data & Communications*
Not Ranked	9.1 - IT Administration Services	1,205,232	0	785,657	419,575	0
	Offer Type: Ongoing				*Data & Communications*	
Not Ranked	9.2 - IT Digital Strategic Portfolio Office	281,688	0	203,548	78,140	0
	Offer Type: Ongoing				*Data & Communications*	
Not Ranked	11.1 - CPIO: Creative Services	872,231	56,000	816,231	0	0
	Offer Type: Ongoing		*Communications Fees*			
Not Ranked	11.2 - Communications & Public Involvement Central Communications	1,310,441	195,373	1,078,843	36,225	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Broadband*	
Not Ranked	11.3 - Public, Educational and Governmental Programming (PEG)	125,500	125,500	0	0	0
	Offer Type: Ongoing		*Cable PEG Fees*			
Not Ranked	14.1 - Human Resources Core Services	2,879,588	0	2,879,588	0	0
	Offer Type: Ongoing					
Not Ranked	14.2 - Human Resources: Talent Development	495,148	0	495,148	0	0
	Offer Type: Ongoing					
Not Ranked	14.3 - Human Resources: Volunteer Services Program	225,415	225,415	0	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	14.4 - Human Resources: City Benefits, Wellness and Retirement	46,125,619	0	0	45,794,122	331,497
	Offer Type: Ongoing				*Benefits*	*Benefits*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	16.1 - Fleet Fuel	3,330,274	0	0	3,330,274	0
	Offer Type: Ongoing				*Equipment*	
Not Ranked	16.2 - Fleet Maintenance	7,995,417	0	0	7,995,417	0
	Offer Type: Asset Management-Ongoing				*Equipment*	
Not Ranked	16.3 - Facility Maintenance	6,087,308	1,250,000	4,837,308	0	0
	Offer Type: Asset Management-Ongoing			*Facilities Work for Others*		
Not Ranked	16.4 - Facility Major Maintenance	477,000	0	0	0	477,000
	Offer Type: Asset Management-Ongoing					*General Fund*
Not Ranked	16.5 - Operation Services Administration	1,220,308	0	437,478	782,830	0
	Offer Type: Ongoing				*Equipment*	
Not Ranked	16.6 - Facilities Project Management, Real Estate Services, and Reduced Internal Mail Services	2,061,822	1,654,483	407,339	0	0
	Offer Type: Ongoing			*Facilities House, Bldg & Office Rental* *Facilities Work for Others*		
Not Ranked	16.7 - Operation Services: Required Building Modifications	600,000	0	600,000	0	0
	Offer Type: Asset Management-Ongoing					
Not Ranked	16.8 - Facility Custodial and Utilities	5,160,270	921,429	4,238,841	0	0
	Offer Type: Ongoing			*Facilities Work for Others*		
Not Ranked	16.10 - Fleet Vehicle and Equipment Existing Payments	4,292,876	0	0	4,292,876	0
	Offer Type: Asset Management-Ongoing				*Equipment*	
Not Ranked	16.11 - Aging Facility Maintenance	525,000	0	180,206	0	344,794
	Offer Type: Asset Management-Ongoing					*General Fund*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	27.1 - Planning, Development & Transportation Administration Offer Type: Ongoing	1,633,466	0	1,136,220	497,246 *Transit Services Transportation Parking*	0
Not Ranked	30.1 - Safety & Risk Management Programs and Services Offer Type: Ongoing	9,651,848	0	0	8,779,429 *Self Insurance*	872,419 *Self Insurance*
Not Ranked	35.1 - Purchasing and Procurement Services Offer Type: Ongoing	704,139	0	552,842	0	151,297 *General Fund*
Not Ranked	35.2 - Accounting and Financial Transaction Services Offer Type: Ongoing	2,354,628	0	2,065,021	0	289,607 *General Fund*
Not Ranked	35.3 - Sales Tax Services Offer Type: Ongoing	1,039,633	0	1,039,633	0	0
Not Ranked	35.4 - Strategic Financial, Budgeting & Continual Improvement Services Offer Type: Ongoing	1,563,048	0	1,563,048	0	0
Not Ranked	35.6 - City Give Programs and Services Offer Type: Ongoing	173,083	0	173,083	0	0
Not Ranked	41.1 - Sustainability Services Administration Offer Type: Ongoing	785,285	56,883 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	728,402	0	0
Not Ranked	48.1 - City Council Offer Type: Ongoing	633,035	17,801 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	615,234	0	0
Not Ranked	48.2 - City Manager's Office - Executive and Administrative Offer Type: Ongoing	2,174,236	0	1,971,787	202,449 *Light & Power Water*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	48.3 - City Manager's Office - Policy, Legislative, and Performance Excellence Divisions Offer Type: Ongoing	535,227	0	535,227	0	0
Not Ranked	48.5 - Equity & Inclusion Office Offer Type: Ongoing	667,738	0	667,738	0	0
Not Ranked	49.1 - General Legal Services Offer Type: Ongoing	3,389,571	0	2,826,979	562,592 *Natural Areas* *Light & Power* *Water* *Wastewater* *Stormwater* *Broadband* *Utility CS&A*	0
Not Ranked	52.1 - City Clerk Administration Offer Type: Ongoing	866,735	0	866,735	0	0
Not Ranked	52.2 - City Clerk's Office - Elections Offer Type: Ongoing	212,776	0	0	0	212,776 *General Fund*
Not Ranked	52.3 - City Clerk's Office - Boards and Commissions Offer Type: Ongoing	123,864	0	123,864	0	0
Not Ranked	52.4 - City Clerk's Office - Regulatory Licensing Offer Type: Ongoing	238,761	0	238,761	0	0
Not Ranked	52.5 - City Clerk's Office - Privacy & Records Offer Type: Ongoing	171,411	0	171,411	0	0
Not Ranked	59.2 - Urban Forest Management - Tree Infrastructure Replacement Offer Type: Asset Management-Ongoing	227,900	0	0	0	227,900 *General Fund*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	59.11 - Urban Forest Management Offer Type: Ongoing	3,202,447	292,170 *Development Review* *Park Fees* *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	2,910,277	0	0
63	35.12 - 1.0 FTE Sales Tax Audit Manager Offer Type: Enhancement	129,421	129,421 *Sales & Use Tax Audits*	0	0	0
64	49.3 - Comcast Franchise Negotiation Process Offer Type: 1-Time Enhancement	0	0	0	0	0
65	14.7 - Human Resources: 2.0 FTE - Coordinator, HRIS Offer Type: Enhancement	0	0	0	0	0
66	16.14 - Police Services HVAC Electrification and Efficiency Replacements Offer Type: Asset Management-Enhanced	0	0	0	0	0 *General Fund*
68	35.13 - 1.0 FTE Purchasing Manager - Utilities Offer Type: Enhancement	130,021	0	0	130,021 *Utility CS&A*	0
71	16.9 - Fleet Vehicle and Equipment New Replacements Offer Type: Asset Management-Enhanced	1,800,000	0	0	800,000 *Equipment*	1,000,000 *General Fund*
72	35.15 - Finance Administration: 0.5 FTE Grant Accountant Offer Type: Enhancement	59,096	0	0	0	59,096 *General Fund*
73	16.16 - Operation Services: 1.0 FTE - Real Estate Offer Type: Asset Management-Enhanced	91,427	91,427 *Facilities Work for Others*	0	0	0
74	4.25 - Utilities: Water/Wastewater/Stormwater - One Water Operator Offer Type: Enhancement	780,181	0	0	780,181 *Water* *Wastewater* *Stormwater*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
75	49.2 - 1.0 FTE Senior Assistant City Attorney Offer Type: Enhancement	189,464	0	189,464	0	0
76	4.26 - Utilities: Water/Wastewater/Stormwater - Engineering Pay Offer Type: Enhancement	283,949	0	0	283,949 *Water* *Wastewater* *Stormwater* *Utility CS&A*	0
77	4.23 - Utilities: One Water Action Framework Offer Type: 1-Time Enhancement	0	0	0	0 *Utility CS&A*	0
81	16.19 - Operation Services: 1.0 FTE - HVAC Technician Offer Type: Asset Management-Enhanced	84,446	84,446 *Facilities Work for Others*	0	0	0
89	75.1 - Community Services - Youth Advisory Board Offer Type: Enhancement	30,000	0	30,000	0	0
90	48.6 - City Manager's Office - Comprehensive Community, Business, and Employee Feedback Management System Offer Type: Enhancement	55,000	0	44,765	0	10,235 *General Fund*
92	11.5 - CPIO: Expanded Communication Methods - formerly ARPA funded Offer Type: Enhancement	100,000	0	0	0	100,000 *General Fund*
95	14.8 - Human Resources: 1.0 FTE - Recruiting Specialist and Recruitment Advertising Funds - formerly ARPA funded Offer Type: Enhancement	155,952	0	155,952	0	0
96	35.16 - 1.0 FTE Cultural Services Fundraising Offer Type: Enhancement	102,009	0	0	0	102,009 *Cultural Services*
97	48.10 - City Manager's Office - Customer Experience Offer Type: 1-Time Enhancement	100,000	0	0	25,000 *Utility CS&A*	75,000 *General Fund*

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
98	3.8 - IT: Artificial Intelligence (AI) Framework for Governance, Equity, and Transparency Offer Type: Enhancement	50,000	0	36,000	14,000 *Data & Communications*	0
99	11.7 - CPIO: Digital Experience Implementation Support Offer Type: 1-Time Enhancement	60,000	0	0	0	60,000 *General Fund*
	Funded Offers	**153,510,090**	**5,100,348**	**40,823,761**	**102,238,684**	**5,347,297**
67	14.6 - Human Resources: 1.0 FTE Sr Partner Offer Type: Enhancement	111,616	0	111,616	0	0
69	3.6 - Geographic Information System (GIS) Cloud Modernization Offer Type: Continuing Enhancement	135,000	0	98,591	36,409 *Data & Communications*	0
70	4.4 - Utilities: CS&A - IT Minor Capital - Enhancement Offer Type: Enhancement	424,734	0	0	424,734 *Utility CS&A*	0
78	16.17 - Operation Services: 1.0 FTE - Project Management, Planning & Design (PMPD) Offer Type: Asset Management-Enhanced	113,571	113,571 *Facilities Work for Others*	0	0	0
79	4.24 - Utilities: 1.0 FTE - Training Coordinator Offer Type: Enhancement	58,141	0	0	58,141 *Water* *Wastewater* *Stormwater* *Utility CS&A*	0
80	4.18 - Utilities: CS&A - Wood Street Facilities Asset Renewal Program Offer Type: Enhancement	292,726	0	0	292,726 *Light & Power* *Water* *Wastewater* *Stormwater*	0 *Wastewater*

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
82	35.11 - 1.0 FTE Financial Information Systems Offer Type: Enhancement	118,108	0	118,108	0	0
83	59.14 - 3.0 FTE - 1.0 Forestry Crew Chief and 2.0 Technician II Offer Type: Enhancement	273,234	0	273,234	0	0
84	16.18 - Operation Services: 1.0 FTE - Aquatics Technician Offer Type: Asset Management-Enhanced	84,446	84,446 *Facilities Work for Others*	0	0	0
85	59.15 - Forestry Equipment Offer Type: 1-Time Enhancement	450,000	0	450,000	0	0
86	9.3 - 2.0 FTE - IT Project Managers - Establish a Digital Portfolio Project Management Office Offer Type: Enhancement	328,232	0	237,566	0	90,666 *Data & Communications*
87	30.2 - Safety & Risk Management: 1.0 FTE - Safety Manager Offer Type: Enhancement	131,921	0	0	0	131,921 *Self Insurance*
88	4.3 - Utilities: CS&A - Customer Experience Consulting Offer Type: Continuing Enhancement	110,535	0	0	110,535 *Utility CS&A*	0
91	48.7 - 1.0 FTE Equity & Inclusion Public Engagement Specialist Offer Type: Enhancement	208,839	0	208,839	0	0
93	16.23 - Restore: Internal Mail to Full Service - 5 days a week Offer Type: Enhancement	102,500	0	102,500	0	0
94	4.22 - Utilities: CS&A - Utilities Service Center Master Planning Offer Type: Enhancement	0	0	0	0 *Utility CS&A*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

HIGH PERFORMING GOVERNMENT - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
100	16.24 - 215 N. Mason HVAC Electrification and Efficiency Replacements	5,000,000	0	0	0	5,000,000
	Offer Type: Asset Management-Enhanced					*General Fund*
	Unfunded Offers	**7,943,603**	**198,017**	**1,600,454**	**922,545**	**5,222,587**
	Total Offers	**161,453,693**	**5,298,365**	**42,424,215**	**103,161,229**	**10,569,884**

HIGH PERFORMING GOVERNMENT

3.1 IT Applications - Enterprise Application Services - *Offer Type: Ongoing* - Funded

2025 - $1,409,651

2026 - $1,447,924

This offer funds the City's Enterprise Applications support and administration, which includes staff (4 Analysts, 2 Sr. Administrators, and 1 Applications Manager), support, licensing costs, software/hardware maintenance and managed services for multiple applications that support City staff in a variety of capacities.

The primary application supported is JD Edwards (JDE), which is the technology that supports the primary business activities of the City's Finance and Human Resources departments. JDE specifically supports electronic accounts payable/receivable, employee time tracking, compensation and leave, asset tracking and management, purchasing functions, job vacancies and applications, system integrations (internal and external), and more. JDE supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District, and others).

The breadth of applications and services supported by this offer includes:
• Existing ERP system of record JDEdwards (JDE Enterprise)
• Budgeting application (BART Enterprise)
• Enterprise Architecture
• Application Rationalization
• Financial and human capital analysis tools (Crystal Reporting Enterprise)
• Integrations with other applications (internal and external to the City Enterprise)
• Microsoft O365 application development (Enterprise)
• Microsoft Access (Enterprise)
• Voter Magic (Citizen Voting)
• MS Govern (Sales Tax)
• Full Court (City Court Records)
• Tax941 (JDE Financial)
• VERTEX (JDE Financial)
• Tungsten (Invoice Processing)
• Multiple Access databases
• Many more throughout the City

This offer also provides for the cyclical upgrade of the aforementioned software suites. Vendors provide clients, like the City, with periodic updates to the system in order to deliver software fixes, enhancements and tools, allowing the City to keep its systems current, supportable and in line with technological advances.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

3.2 IT Applications - E-Government Services - *Offer Type: Ongoing* - Funded

2025 - $593,357

2026 - $610,112

This offer supports ongoing services related to eGovernment including websites, custom applications, server administration, web services, and automated processes within the City of Fort Collins. This offer covers two Applications Analysts and an Applications Manager to develop and support custom applications,

email newsletters, notifications, project management, department processes and requirements, server support, website security, custom automation for a critical line-of-business processes, and end user support. This offer supports the work of all City departments, staff and partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre Libraries and others).

E Government provides enterprise wide support for:
• FCGov.com – public website, new City website maintenance/support
• Content management systems
• Web databases
• Emergency messaging
• Newsletter system
• Survey integration & support
• Website search engine
• E commerce donations through Stripe
• Custom web services for GIS, Sharepoint, and vendors
• Social media feeds
• Accessibility support for all platforms and languages
• Web server security, configuration & maintenance

CITY CLERK
• Election support
• Boards & Commissions applications
• Council meeting administration

POLICE SERVICES
• Training class administration
• Neighborhood Enforcement Team website
• Criminal Investigation Division input forms

UTILITIES
• Real time power grid monitoring for both the cities of Fort Collins & Loveland
• Utilities estimates for title companies
• Water Shares Management
• Water Shares Payments
• Automation of Utilities Service requests
• Water turnoff information for field crews
• Stream and Rain Gage data visualization

COMMUNITY SERVICES
• Natural Areas permitting system
• Searchable recycling database
• The Gardens on Spring Creek Website
• Native plant vegetation database

HIGH PERFORMING GOVERNMENT

TRANSPORTATION
• Auto publishing of traffic information

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

3.3 IT Applications - Geographic Information Services - *Offer Type: Ongoing* - Funded

2025 - $700,469

2026 - $716,587

This offer will fund Geographic Information System (GIS) software, services and support for City employees, departments, City Council and external entities. This offer covers all aspects of the enterprise GIS program including enterprise software licensing, geodatabase design and development, data creation, core data maintenance, geospatial analysis, management of a web based enterprise GIS implementation, GIS website development, mobile GIS configuration and development, shared data delivery, user support and training, map products and printing, and hosting for a variety of City applications and programs. GIS offers these services at the enterprise level, supporting the work of all City departments, as well as Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District, and others. The Enterprise GIS Department is currently supported by one GIS Manager and four GIS Analysts. This staff provides ongoing support for the maintenance of the infrastructure of the total system along with core spatial data that is integral to systems across the City.

The Enterprise GIS Department supports the platforms that currently host over 200 mapping websites and applications including the Equity and Opportunity Assessment Map, Bike to Work Day, Snowplow Tracking, Mosquito Spraying Tracking, Flood Warnings, Patio Patrol, Fireworks Reporting, and the Cemetery locator. Since January 1, 2023, the Enterprise GIS Department has processed more than 800 requests for service to assist other City departments with GIS services.

Major Programs/Services:
• Software: Manages and negotiates the Enterprise Agreement for desktop and server software licensing with ESRI.
• ArcGIS Online and Enterprise: Supports and manages the ArcGIS Enterprise system and
ESRI's cloud based portal. This includes software upgrades, patching and user account management
(currently over 1,100 accounts). This solution allows staff to publish and manage GIS maps and apps.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

3.4 IT Applications - Document Management Services - *Offer Type: Ongoing* - Funded

2025 - $570,390

2026 - $588,128

This offer funds maintenance of the City's Enterprise Content Management (ECM) system software for a stable, supported and enhanced system that is aligned with the organization's needs and requirements. The City's ECM system manages content (documents, images, audio/video, and more) for both active and

HIGH PERFORMING GOVERNMENT

archival purposes. The solution also provides business process tools such as electronic forms and workflow management. There are more than 13 million records and 750 system users. More than 70% of City departments are utilizing the ECM systems, which is key to many department operations in managing existing paper and digital documents while providing enhancements that are aligned with the City's key results and outcomes.

There are several critical integrations with the ECM system including WebLink to allow for public search and display of documents based on specific criteria, GIS integration for map-related document acquisition, integration with Larimer County to search and auto retrieve Police documents relevant to the DA's office, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third-party system, and several websites that aggregate data for display on web pages. This offer also provides funding for one full time Analyst I, a full time Analyst II and 75% funding of an Applications Manager.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

3.5 IT Applications - Development Tracking Services - *Offer Type: Ongoing* - Funded

2025 - $612,471

2026 - $635,051

This offer covers the City's Land Development Tracking System (DTS) program that is funded from a percentage of Development Review fees collected by the City. DTS provides a single point of access to the organization's business processes related to land development and construction review, integrating various City functions that previously relied on independent software applications and/or separate databases. DTS supports online building permit processes, an application specific to code enforcement, and support for development review, engineering permits, contractor licensing and construction inspections.

The DTS land management software application supports crucial City services related to Development Review, Building, Neighborhood and Planning Services, Historic Preservation, Utilities, Forestry, and Zoning as well as City partners such as Poudre Fire Authority. Examples of current services utilizing DTS include building permits, code compliance, housing standards, zoning licenses and permits, encroachment and excavation permits.

This offer covers database support, hardware and software maintenance, and other operating expenses. It includes funding for three full time Application Analysts and 25% funding for an Applications Manager to support the DTS system. DTS is funded by an administrative surcharge applied to fees collected through the system. The DTS team dedicates a large portion of its time ensuring that applications can be updated/enhanced to meet the needs of a changing environment stemming from new regulations, fees and business processes. This offer provides continued work with departments using DTS to identify reporting needs that reduce manual efforts to either conduct research or communicate with customers, such as annual demographics

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

3.6 Geographic Information System (GIS) Cloud Modernization - *Offer Type: Continuing Enhancement* - Unfunded

2025 - $135,000

2026 - $135,000

Funding this initiative will facilitate the modernization of the current ArcGIS Enterprise portal implementation. Presently, the City operates a locally installed

HIGH PERFORMING GOVERNMENT

ArcGIS Enterprise solution alongside ArcGIS Online, a cloud-based Software as a Service (SaaS) platform that offers web-based GIS capabilities. This proposal seeks funding to support the ongoing maintenance and stabilization of the existing local infrastructure while executing a modernization strategy that includes transitioning to cloud-based solutions where feasible.

The existing installation was implemented without adequate resources, resulting in a system that is difficult to scale to accommodate an expanded GIS presence. Investing in this offer aims to streamline and stabilize the current platform, reducing the support burden on IT for system maintenance. This, in turn, allows IT resources to concentrate on more strategic and high value tasks.

This offer includes funding for a consultant who will offer expertise in established GIS strategies and best practices. The consultant's services include advising on and managing activities outlined in a defined work plan, serving as a roadmap to drive technical enablement. They will evaluate existing data models, solutions and scripts to determine what can be improved. Subsequently, they will assist in executing activities that are essential for leveraging newer capabilities. Additionally, these improvements will alleviate the burden on resources currently maintaining outdated solutions.

This offer will result in a significant reduction in the support required for the GIS infrastructure, ensuring enhanced stability, availability and security for its 1,121 users. By migrating existing solutions to ArcGIS Online where suitable, establishing robust GIS Governance practices, implementing advanced monitoring mechanisms, phasing out outdated applications, and upgrading to the latest software versions, there will be a noticeable reduction in confusion among users.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

3.8 IT: Artificial Intelligence (AI) Framework for Governance, Equity, and Transparency - *Offer Type: Enhancement* - Funded

2025 - $50,000

2026 - $50,000

Fort Collins is at a pivotal point where the strategic deployment of AI is essential to modernize critical City operations. This proposal seeks funding to establish governance and license AI solutions that will drive immediate, high-impact results.

By focusing on key areas, we will ensure the efficient and ethical use of AI, guided by stringent governance and compliance standards. This approach is not merely about enhancing efficiency; it is about reinforcing public trust and solidifying Fort Collins' reputation as a forward-thinking leader in municipal innovation.

With our limited budget, AI access will be strategically allocated to essential staff in critical roles, ensuring that every dollar invested delivers maximum impact. This targeted deployment will yield significant improvements in service delivery and operational resilience, all without the need for additional hires. In the interim, we will optimize our existing workforce through focused training, and partner with a national AI government coalition.

In conclusion, this is a defining moment for Fort Collins. Securing immediate funding is essential to unlock AI's potential, modernize City operations, and meet the evolving needs of our community.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

HIGH PERFORMING GOVERNMENT

4.1 Utilities: CS&A - Locating Operations - *Offer Type: Ongoing* - Funded

2025 - $1,370,747

2026 - $1,411,240

This department includes nine classified employees and two lead Locators. Utility Facility Locators mark underground lines any time excavation occurs, from a major intersection rebuild to a homeowner installing a fence. The current locator staff provides accurate/timely marks on underground facilities for City water, wastewater, stormwater, electric, traffic signal loops, IT fiber, MAX fiber and Connexion. 24/7/365 response to locate requests are essential to prevent injury to construction workers and customers as well as to prevent damage to all City-owned utilities and infrastructure.

The funding for the Locates group comes from the CS&A fund, as they do work for all Utilities. They also bill other City departments for locates they perform for them. This includes acceptance of the excess fiber from Platte River that is now the City's responsibility to locate. Strong locate volume also continues related to other construction and residential tickets throughout the City. Growing workload due to 5G Cell projects, gas projects, new fiber projects and general construction has required the locates department to seek help from other employees within Light & Power for assistance, as well as to seek outside help when needed.

Utilities designs, constructs, operates and maintains its infrastructure using detailed metrics and data analysis to provide safe, reliable, resilient and affordable services to all customers regardless of race, identity or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our operational processes.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.2 Utilities: CS&A - Grounds Maintenance - *Offer Type: Ongoing* - Funded

2025 - $396,477

2026 - $410,316

This group provides the climate-conscious landscaping and water-efficient sprinkler maintenance for Utilities-owned properties including 700 Wood St., the Water Treatment Facility, the Drake Water Reclamation Facility and the Mulberry Reclamation Facility. They also do landscaping repairs and re-sodding on Light & Power and Water Engineering & Field Operations projects when utility work disrupts customers' landscaping. The work can range from an overhead to underground conversion with new trenching in established areas to water main breaks. This group has a direct impact on the customer experience when they repair damage and excavations in established yards. When Utilities digs a hole in an established yard, expectations are high that the repair will make it look the same as or better than before.

This division also provides snow removal on Utilities properties, hardscaping projects and building maintenance in the off-season.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

4.3 Utilities: CS&A - Customer Experience Consulting - *Offer Type: Continuing Enhancement* - Unfunded

2025 - $110,535

2026 - $110,535

Leveraging three licenses, employees may access expert advice, research and online resources on a variety of customer and employee experience topics. This information will drive decision-making and budgeting. Topics range from ideal staffing levels, maturity assessments, metrics, AI, customer self-service and

HIGH PERFORMING GOVERNMENT

technology systems. Benchmarking efforts and analysis will compare how customer and employee experience in the City compares with other utilities and businesses in order to identify opportunities for improvement. It will also help guide data-based decision-making.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.4 Utilities: CS&A - IT Minor Capital - Enhancement - *Offer Type: Enhancement* - Unfunded

2025 - $867,290

2026 - $424,734

This offer would fund the replacement/updating of all Utilities networking infrastructure that is either currently at end-of-life or will be at end-of-life by the end of 2026. There are currently over 100 pieces of equipment that will need to be updated or replaced. This offer would fund the equipment costs along with the vendor/third-party support to complete the work.

There are currently over 40 devices that will be end-of-life by the end of April 2024 and over 60 more that will be end-of-life by the end of 2026.

Making sure this equipment is updated and supported is critical to keeping Utilities services functional without interruption, including the billing system, the meter management system and many others. It's also imperative to keep these devices up to date to prevent cyber security threats and intrusions.

This offer can be split into $867,000 for 2025 and $425,000 for 2026 to cover the equipment when they go end-of-life.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.5 Utilities: CS&A - Minor Capital - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $185,000

2026 - $285,000

This offer will fund the purchase and replacement of Minor Capital Utilities enterprise related assets.

This offer includes equipment and trucks used in the operation, maintenance and repair of Utilities systems and properties. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles and inflationary pressures.

Utilities follows guidelines from Operations Services to make recommendations for vehicle replacements. These guidelines consider lifecycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as electric vehicles (EV) and compressed natural gas (CNG).

All new vehicle units have automatic vehicle location (AVL) units installed to provide vehicle locations for operational systems. This allows more efficient vehicle routing to work sites and outages by determining the closest crew to dispatch.

2025:
Utility Locates $20,000 (Locating Equipment); $100,00 two hybrid trucks
Grounds Maint. $15,000 mowing equipment
Support Services $50,000 (Capital Building Expenditures)

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2026:
Utility Locates $20,000 (Locating equipment); $100,000 two hybrid trucks
Grounds Maint. $100,000 F550 Dump Truck (CNG); $15,000 mowing equipment
Support Services $50,000 (Capital Building Expenditures)

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.6 Utilities: CS&A - Utilities IT - *Offer Type: Ongoing* - Funded

2025 - $6,882,857

2026 - $6,516,779

This offer incorporates the Utilities' portion of the IT Department allocation of costs for shared services of enterprise applications, infrastructure and administration offers. It also includes software development, testing, implementation, integration and support work of the Utilities Application Services Department. The team supports more than 100 business applications used by Utilities staff. Over recent years, Utilities has moved progressively to more robust, sustainable, modern business applications. There has been a specific strategy to move away from locally developed, customized software solutions to enterprise-strength systems that are more expandable, extensible and sustainable for the long term. Many locally developed (customized) systems have been retired as a result. Other locally developed software is on target for retirement in the near future as more standard systems take their place.

This offer enables accurate billing of Utility services (water and electric) each month through the billing system. Both water and electric utilities are now on standard mapping systems using the industry standard product, ESRI. This mapping enables accurate and accessible mapping of Utility assets to field crews who are performing repairs and inspections. Electronic maps help Utility field crews provide timely and safe service when in the field. The team also supports a modern computerized maintenance management system (Maximo) that holds all the water assets and soon, the electric assets. The system enables putting all assets on a regular maintenance schedule thereby avoiding costly failures of assets in the field. The Utilities IT team's overall goal is to improve the productivity and safety of Utility staff so that they can provide excellent customer service to Utility customers. Utilities serves ~78,000 electric customers and ~36,000 water customers. Utilities has ~469 employees and the vast majority use at least one of the applications supported.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.7 Utilities: CS&A - IT Minor Capital - *Offer Type: Ongoing* - Funded

2025 - $552,686

2026 - $628,269

This offer will fund replacement of infrastructure hardware that supports business applications and network connectivity for Utilities. In order to keep the Utility network secure, periodic upgrades/replacement of network equipment is required. Server and storage technology also needs to be upgraded/replaced on a regular basis. When hardware reaches end-of-life, vendors no longer provide security patching or support. Instead, the out-of-date hardware must be replaced. These replacements are a key deterrent to cybersecurity intrusions and threats. This fund also covers the vendor maintenance costs for noted equipment.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

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4.8 Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture - *Offer Type: Ongoing* - Funded

2025 - $1,621,344

2026 - $1,669,109

Funding this offer will sustain Utilities Community Engagement (CE) and Workforce Culture (WC) programs and services. Every day, customers and community members interact with Utilities services, including electric, water, wastewater and stormwater. This team provides an essential connection between Utilities and over 8,000 commercial customers in support of a healthy economy, as well as nearly 70,000 residential customers. In 2023, CE contributed to 985 engagement opportunities for 14,713 community members.

CE provides internal and external services: public engagement planning and implementation, including education for community members and business customers; community sponsorship opportunities; programs to support low-income and historically underrepresented customers through Utilities Affordability Programs (UAP); direct support for Utilities Key Account customers; and support for regional sustainable business programing through NoCoBiz Connect. CE also manages Utilities' employee engagement, including a cross-departmental WC team and Utilities-wide peer recognition.

The team strives to be inclusive when designing and implementing opportunities. The spectrum of customer needs, age, race, ethnicity, religion, sexual orientation, gender, mental and/or physical ability, and socioeconomic status are considered to design customer-centric activities to reach more people, more effectively.

Engagement is essential and expected of a public utility and is a cornerstone in Utilities' efforts to build and maintain strong relationships with the public and key stakeholder groups, and helps Utilities meet water and energy efficiency goals. Community relationships are critical to the organization's reputation and provide the ability to successfully accomplish strategic objectives.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

4.9 Utilities: CS&A - Utilities Water Director's Office - *Offer Type: Ongoing* - Funded

2025 - $952,771

2026 - $974,387

The One Water Utility provides essential services to the Fort Collins community to ensure both public and environmental health. Workgroups included are Water Resources, Water Field Operations, Water Production, Water Reclamation and Biosolids, Environmental Regulatory Affairs, Stormwater Engineering and Masterplanning, Floodplain management, and Water Systems Engineering.

The One Water Utility has made steady progress toward the goal of truly providing an integrated water service to the community. Examples of progress made include adoption of a One Water Mission statement, joining the US Water Equity Network, attending the National One Water Summit, adoption of a City Council Priority, and securing third-party consultant to further implement the One Water Action Framework.

One Water Mission Statement: We are a One Water Utility, providing exceptional water services for our community through integrated, resilient, and equitable practices and systems.

Adopted City Council Priority: Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds. Resilient water resources and healthy watersheds depend on complex systems and a diverse network of relationships and regional partners. The water utility of the future must incorporate a One Water approach to deliver equitable solutions to meet the future challenges of water scarcity, quality and affordability.

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The One Water Action Framework will serve as the strategic guide for the City's integrated planning and management of water resources and operations (raw water supplies, drinking water, stormwater and wastewater) in ways that will allow the Water Utility to maximize its beneficial impact to the community.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

4.10 Utilities: CS&A - Finance and Asset Management - *Offer Type: Ongoing* - Funded

2025 - $4,363,448

2026 - $4,493,579

This offer funds the Utilities Asset Management and Strategic Finance (USF) departments. USF works collaboratively with all Utility departments and the City's Finance Department to provide financial services and financial management for the four utility enterprise funds and the utilities' internal services fund.

Strategic Financial Planning provides long term solutions to address challenges and opportunities related to fiscal sustainability – balancing revenues, expenditures, risk (liability), and community expectations, specifically addressing adequacy and resiliency of revenues for anticipated capital investments. The community benefits through lower utility bills and more gradual and modest rate adjustments when necessary, as well as the long term rate forecasting that allows for long-term budgeting for commercial customers.

Services provided through this offer include:

Financial Operations:
• Financial reporting and analysis
• Budget preparation and monitoring
• Debt management
• Purchasing
• Processing accounts receivable and payable
• Calculating and administering plant investment and electric fees for new development
• Collecting water rights and cash in lieu of water rights
• Coordinating transfer of customers in annexed areas
• State and Federal reporting
• Grant reporting

Billing & Accounts Receivable (A/R):
• Generate 87K+ bills monthly, 51% sent paperless for the four utilities (18K+ & 73% for Broadband)
• Process Bill payments of $230M+ annually
• Assist with financial audits
• Process revenue payments for other City departments
• One A/R Rep is shared with City Finance

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Strategic Financial Planning:
• Long term financial planning
• Revenue requirements and revenue projections
• Rate design and administration
• Cost of service analysis
• Developing Plant Investment Fee rates

Asset Management:
• Asset performance
• Asset reliability and lifecycle analysis
• Asset management best practices
• Computerized Materials Management

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

4.11 Utilities: CS&A - Support Services and Wellness - *Offer Type: Ongoing* - Funded

2025 - $1,280,974

2026 - $1,298,355

This offer provides funding ($1,151,254 in 2025 and $1,165,052 in 2026) for shared building support services at the Utilities Service Center (700 Wood St.) and the Utilities Customer Connections facility (222 Laporte Ave.), and funding ($131,912 in 2025 and $136,170 in 2026) to support the Wellness Program staff and facilities at four Utility locations.

Building Support Services funded through this offer include:
Regular building maintenance
Utilities
Janitorial Services
After hours Security Services

This offer also supports the employee Wellness Program. Services and programs funded or partially funded by this offer include:
Managing, maintaining and equipping three exercise rooms: Utility Service Center, Drake Water Reclamation Facility, and the Water Treatment Facility.
Providing on site flu shot clinics.
Providing on site health screening events.
Administrating the annual Well Days Incentive Program.
Offering 3 4 mini incentive programs annually.
Incentives to participate in programs, typically $25 $100 gift cards.
Providing ergonomic services.
Conducting fitness assessments.

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Providing personalized exercise programming.
Coordinating various personal enrichment classes and educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, mental health, etc.
Providing guidance and wellness coaching.
Annual Health Fair
Annual Fun Run/Walk
- Support to work groups in addressing wellness needs.
-Coordinating on site blood drives and mammography events.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.12 Utilities: CS&A - Utilities Executive Director's Office - *Offer Type: Ongoing* - Funded

2025 - $688,529

2026 - $703,519

This offer funds the Utilities Executive Director’s office for the Utilities service area consisting of 420+ employees in four Enterprise Funds and one internal services fund.

The functions of Administrative Services and the Records Management Program report out of the Executive Director’s office.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

4.13 Utilities: CS&A - Customer Care & Technology - *Offer Type: Ongoing* - Funded

2025 - $2,338,159

2026 - $2,561,468

Funding this offer will allow Utilities Customer Care & Technology (CCT) to deliver a consistently exceptional customer experience, while managing operations that support critical utility services. CCT provides the customer care, field work, training, compliance and business system support required to ensure customers receive safe, reliable and affordable electricity, water, wastewater and stormwater services. This includes managing multiple technology systems that are used to serve customers.

As system owner, CCT is leading the implementation of a new Customer Information System (CIS). This mission-critical system generates over a million bills and processes more than $250 million in payments annually. It retains customer data and transaction details for 80,000 customers. New functionality will support an exceptional self service experience.

Customers call, email, go online and visit in person to start or stop service; make payments; report utility emergencies; learn about bills, rates, services and programs; and ask general questions. CCT completed over 136,000 transactions in 2023.

Training involves onboarding and educating employees about utility services, business systems, policies, programs and service delivery. Compliance covers policy and procedure development, implementation and reporting related to customer data privacy laws and best practices. CCT collaborates with legal, technical and data governance colleagues to protect private customer data.

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CCT field staff read non automated meters; start, stop and disconnect metered services (due to moves and non payment); troubleshoot meter issues; and complete residential solar inspections.

Customer experience (CX) projects include benchmarking customer service maturity and rep experience, skill sets and training needs; ensuring the voice of the customer is considered in decision-making; mapping the customer journey; monitoring metrics; managing change effectively and leveraging data and research.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats

4.14 Utilities: CS&A - Deputy Director - *Offer Type: Ongoing* - Funded

2025 - $398,148

2026 - $409,033

This offer funds the Utilities Deputy Director's office, which provides leadership for the Customer Connections Service Unit consisting of 75+ (up to 90 during peak times) employees by providing support to customer experience through community engagement, Water Conservation and Energy Services goals, customer service, and communications and marketing. This is achieved by executing the policies and plans approved by City Council and programs that exceed customer expectations while being good stewards of ratepayer assets.

The Deputy Director participates in decision-making and information sharing at the executive level, providing continuity of leadership for sustainability and performance excellence. The Deputy Director also develops key relationships with stakeholders, vendors and the community that are critical for success.

The functions of Organizational Change Management (OCM) also report out of the Deputy Director's office. OCM supports internal initiatives that drive improvements across the Utility. OCM focuses on the people side of change by supporting leadership, project teams, and impacted staff throughout the lifecycle of the initiative. OCM support impacts employee experience through change planning, solution and impacted groups analysis, and leadership and team coaching.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

4.15 Utilities: CS&A - Communications and Marketing - *Offer Type: Ongoing* - Funded

2025 - $651,815

2026 - $670,175

Funding this offer will allow Utilities Communications & Marketing (C&M) to continue to support a consistently exceptional customer experience, while telling the story of Utilities. C&M is the voice of Utilities, providing external communications, marketing to the community, internal employee communications, emergency service communications and overall messaging to ensure customers and employees receive information vital to providing them with safe, reliable and affordable electricity, water, wastewater and stormwater services.

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C&M activities include sharing information about and promoting core services and operations, large and small capital infrastructure projects, energy and water conservation programs, income qualified assistance programs, and other customer-focused efforts, including annual rate communications. Website and social media creation and management, media support and 24/7 outage and emergency management communications are also managed in this department.

C&M works in close collaboration with the City's central Communications & Public Involvement Office (CPIO) to strategically plan and manage large and small campaigns, including:

• Community wide outreach campaigns (rates communications, CIS changes/upgrades, affordability programs, conservation programs)
• Large capital project communications (Oak Street stormwater project, Halligan Reservoir, etc.)
• Smaller capital and operations and maintenance projects (Lead & Copper Rule Replacement, water and sewer infrastructure improvements, etc.)
• Stormwater, Water/Wastewater, including assistance with virtual open houses, signage and website creation/updates
• Ongoing campaigns such as required stormwater outreach, Our Climate Future, water and energy conservation programs, income assistance programs and rate information

C&M also coordinates sharing Internal Communications to the 400+ employees in multiple Utilities facilities including signage and the employee newsletter.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.16 Utilities: CS&A - Customer Operations Support - *Offer Type: Ongoing* - Funded

2025 - $372,668

2026 - $385,465

Funding this offer will allow Utilities Customer Operations Support (COS) to continue to provide vital administrative support to the whole of Utilities Customer Connections, allowing the service area to provide a consistently exceptional customer experience and continue to allow Utilities to provide safe, reliable and affordable electricity, water, wastewater and stormwater services.

COS activities include providing a wide range of administrative support services, including executive administration, office supply maintenance, onboarding and internal employee resources, event coordination and staffing, catering coordination and ordering, purchasing and expense tracking, fleet vehicle coordination and maintenance, operational data analysis, data support and administration, data dashboards, LETA 911 support, ClearPoint metrics & Power BI Support, on call team coordination, safety committee coordination, and support for Customer Care and Technology and Customer Information System.

COS works in close collaboration with the entirety of Customer Connections, but also with a wide variety of other City departments to provide administrative coordination and strategy to assist in accomplishing the goals of departments within Customer Connections.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.18 Utilities: CS&A - Wood Street Facilities Asset Renewal Program - *Offer Type: Enhancement* - Unfunded

2025 - $692,726

2026 - $292,726

Funding this offer will address a combination of equity and building code related restroom, locker room, and work area renovations at the 700 Wood Street Utilities Service Center campus. It will fund major replacement projects associated with end-of-lifecycle, obsolete or failing HVAC, mechanical, security and

structural assets that were identified in a condition assessment performed in 2022.

Some buildings at the 700 Wood Street campus date back to the 1960s, and some areas have not been renovated since the 1980s. Therefore some restroom areas require changes to meet ADA accessibility standards. Office space is tight in the water field operations crew areas resulting in pedestrian pinch points and crowded work areas. Locker room facilities in the water field operations area need to be assessed for today's workforce that includes a more gender diverse workforce. Several security cameras are in poor condition and are at or nearing the end of their lifecycles.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.22 Utilities: CS&A - Utilities Service Center Master Planning - *Offer Type: Enhancement* - Unfunded

2025 - $500,000

2026 - $0

The existing Utilities Service Center, located at 700 Wood St., dates to the early 1960s when Fort Collins and its Utility Service Territories were much smaller. In recent years, new development has surrounded the campus and there is no room for expansion as the City continues to grow. Furthermore, the geographic location being in a residential neighborhood creates an above-average amount of truck and heavy duty equipment traffic on neighborhood streets. Such traffic is better suited for commercial or industrial zoned areas. The existing structures are aging and are energy inefficient compared to today's standards. Asset renewal and replacement for equipment has become ongoing rather than periodic.

This offer will fund professional services to analyze the existing Utilities Service Center property and facilities (700 and 701 Wood Street) consisting of seven structures and 30.41 acres of land. This analysis will include researching city growth potential, utility service territories, utility department operations, land zoning, and other predictions along with existing vs. future geographic locations. The outcome will be a Master Plan consisting of recommendations for:

Partial or full relocation and construction of a new Utilities Service Center.
Potential multiple (smaller and strategically placed) Utilities Service Center locations based on Utility service territories.
Incorporating disaster recovery (DR) methodologies that align with the City's Emergency Preparedness and Security policy.
Improving outage responses times in parts of the City that are currently the furthest away from the existing Service Center.
Allowing for future Utility operational expansion as the City continues to grow toward and beyond mid century.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.23 Utilities: One Water Action Framework - *Offer Type: 1-Time Enhancement* - Funded

2025 - $400,000

2026 - $0

To continue to provide high quality drinking water, wastewater and stormwater services to the Fort Collins community into the future, the Water Utilities must consider and plan for how to effectively manage current and future pressures related to a changing climate, population growth, aging infrastructure and the rising costs of providing water services. To address these challenges, Water Utilities has adopted a One Water approach to water resources management and operations.

One Water is a collaborative planning and management approach in which all water has value – whether from the tap, a stream, a storm, or a sewer – and

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where water resources and systems are managed and operated in an integrated fashion with the goals of achieving multiple and system wide benefits, wise stewardship of shared natural resources, and long term system resilience and reliability.

Following methodology developed by the Water Research Foundation's 2023 One Water Cities Self Assessment Framework, the Water Utilities will develop a Fort Collins One Water Action Framework that will guide the Water Utilities' integrated planning and management of water resources and operations. Specifically, the framework will set forth the Water Utilities' key drivers, strategies and goals, along with supporting actions and measures to track progress toward goals over time.

This framework will be specifically focused on the unique challenges facing Fort Collins Water Utilities related to managing increasingly scarce and valuable water resources and the critical facilities and systems that support service delivery and public safety. Internal and public engagement will be an important element to identifying shared benefits and opportunities for collaboration, and to ensure diverse voices and needs are reflected in the final action framework.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

4.24 Utilities: 1.0 FTE - Training Coordinator - *Offer Type: Enhancement* - Unfunded

2025 - $20,724

2026 - $58,141

The City of Fort Collins employs 81 Colorado Water Professionals (CWP) that are certified by the state of Colorado. Certifications are required to be renewed every 3 years, requiring approximately 2,000 hours of training. Operators also have internal mandates for safety and competency training in their water specialty. Operators specialized in field operations are also required to acquire and maintain commercial driving licenses (CDLs). This position will be responsible for tracking employee training, updating existing training programs, creating new and effective training opportunities, identifying existing programs and resources, and coordinating with trainers and scheduling teams to make time for training for new and existing employees.

Utilities water operations also intends to establish new certifications for maintenance technicians employed in the water operational areas. Certifications such as tribology, vibration, thermal, and ultrasonic predictive technologies are examples of certifications that will be required. These certifications contain additional requirements in order to be maintained. The training coordinator would also have the same responsibilities for this team and their associated training.

Finally, the training coordinator would be responsible for developing, maintaining and assigning onboarding activities for new employees. This position would be nearly identical to that of the existing Senior Coordinator of Onboarding & Training at Transfort.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

4.25 Utilities: Water/Wastewater/Stormwater - One Water Operator - *Offer Type: Enhancement* - Funded

2025 - $751,107

2026 - $780,181

The City of Fort Collins operates two wastewater plants and one water treatment plant, with approximately 1,000 miles of service lines connecting water treatment to wastewater treatment, and 250 miles of stormwater conveyance. All these systems are essential for delivering clean and safe water to the public and returning clean and safe water to the environment. Water operators work in one of three operational groups requiring certification through the State of Colorado Certified Water Professional office. The operational groups are water treatment, water reclamation (wastewater), and water field operations (collection,

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distribution, and stormwater). Water and wastewater plant operators are required to be certified in water or wastewater treatment. All water field operators are required to be certified as both collection and distribution system operators. Water field operators are also required to obtain class A CDLs. Although plant operations is of a more technical nature, field operations requires the additional certifications and a CDL. This offer would elevate water field operations to the same skill ladder as plant operators, eliminating the lower compensated ladder. A consistent compensation structure allows for lateral movement in water operations without a compensation penalty. Level compensation allows operators exposure to all water systems through job shadowing requirements and cross training opportunities that are contained in the new structure.

This offer would also increase compensation for front-line supervisors in both field and plant operations, placing both at the S2 operations level. This move prevents wage compression at the first level of leadership, provides incentive for internal promotion, and simplifies the remaining skill ladder by removing the top two rungs.

The essence of One Water is to place equal value on all forms of water. Funding this offer realizes One Water objectives by placing equal value on all water operators

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

4.26 Utilities: Water/Wastewater/Stormwater - Engineering Pay - *Offer Type: Enhancement* - Funded

2025 - $274,603

2026 - $283,949

Engineers for the water, wastewater, and stormwater utilities provide essential services for Development Review, Capital Projects, Operations, and Water Resources. These services support the overall purpose of the integrated water utility to provide drinking water, wastewater collection and treatment, flood risk mitigation, stormwater conveyance and stormwater water quality treatment for the community.

In recent years, the demand for experienced engineers has increased, contributing to higher-than-expected salary ranges for engineers. Retention and recruitment have become a challenge for the Water Utilities. As a part of the City’s commitment to offer competitive compensation, the City will be conducting a salary survey for engineering positions by the end of 2024. If the salary survey recommends increases in engineering salary ranges to remain competitive, then this offer will be used to increase compensation for engineering staff for the water utility accordingly.

If this offer is not accepted, there is concern that engineering salaries will not keep up with the market thereby contributing to increased staff turnover; a reduction in staff experience, capabilities and institutional knowledge; and difficulties in recruiting experienced engineers.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

6.1 IT Infrastructure - Network and Voice Services - *Offer Type: Ongoing* - Funded

2025 - $1,626,088

2026 - $1,655,769

This offer sustains the City's IT network infrastructure, which supports the operation of City services and communications. This network enables City employees,

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first responders, residents and City Councilmembers to utilize a wide array of digital services such as phone systems, video sharing, open records requests, conducting City Council meetings, and accessing emails, shared files, and critical information hosted on both internal and external servers and websites. The reliability of these networks is vital for the productivity of the City and its workforce, ensuring that City business is conducted efficiently and without interruption.

The funding will support network operations, including the maintenance of physical devices and the personnel necessary to maintain the high availability and smooth operation of the City Enterprise network. It encompasses critical elements required for secure business networks, including hardware maintenance for network equipment updates such as switches, routers, security appliances, wireless access points and internet access. Software maintenance is also covered, ensuring firmware on components is up to date, which is essential for effective monitoring, accounting, alerting and cybersecurity risk reduction.

Additionally, the proposal includes professional services to augment the City's capacity for innovation and network solution enhancement, especially in scenarios where City personnel lack the necessary expertise or resources to implement upgrades or expand network services. The initiative also funds the role of an Asset Manager who works closely with the Chief Information Officer and IT Network team to assess network infrastructure needs and leads the budgeting and procurement process for network upgrades and replacements. Furthermore, a team of network engineers (NetOps) is dedicated to supporting the City's business network and securing networks, ensuring their optimal performance and security.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

6.3 IT Infrastructure - Systems Engineering - *Offer Type: Ongoing* - Funded

2025 - $1,261,225

2026 - $1,220,208

This offer represents continued funding for the Systems Engineering team (referred to as the "Data Management Team" in prior budget cycles), a dedicated group responsible for the around the clock operation and development of both public and private cloud infrastructures. The team's core mission is to design, maintain and enhance the IT solutions they oversee to meet the organizational goals and satisfy the requirements of customers and stakeholders, all while adhering to the highest industry and security standards. Comprising five System Engineers and one manager, this team is essential for integrating and supporting the diverse technologies that underpin the City's business processes.

In addition to personnel, the funding supports the ongoing maintenance and modernization of the City's proprietary technology cloud and its disaster recovery data centers. The City operates two data centers: a primary site and a secondary, off site facility, and has contracts with a geo diverse commercial co location facility. These are equipped with servers, virtualization technology, environmental controls (including HVAC, power, and fire suppression systems), storage and networking devices, cabling, and various management and monitoring tools. These facilities are critical for the daily functions of City business units, providing application, web and database hosting services.

The budget also covers expenses related to public cloud services utilized across the City, such as Office 365, Microsoft Teams, PowerApps, SharePoint, Azure, and off site identity management services. The management and enhancement of the City's cloud architectures are vital components of the broader risk management strategy. This strategy aims to safeguard against external threats and enhance the City's preparedness for unforeseen events, including implementing effective disaster recovery plans.

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This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

6.4 IT Infrastructure - Client Services - *Offer Type: Ongoing* - Funded

2025 - $2,525,325

2026 - $2,622,173

This offer funds the Information Technology Client Services (CS) team that provides service and support to City employees, departments, City Council and external entities. This includes services listed below as well as project work related to enhancing service delivery and innovation. Client Services has a strong customer relationship focus and is often the face of the IT Department. This is a team of professionals who carry a responsibility for the overall customer experience and perception of technology.

The CS team consists of 1 Manager, 2 Supervisors, 3 Technicians, 5 Senior Technicians, 3 Application Analysts, and 1 Systems Administrator.

Programs and services offered by Client Services:
• Helpdesk: Focuses on providing exceptional service as the initial contact for users in need of IT assistance.
• Desktop Support: Second level support for systems and apps provided to users; includes thousands of apps and mobile device support. Often serves as a liaison between users and application owners to resolve problems.
• Systems: Manages enterprise applications and servers including AirWatch Mobile Device Management, CyberArk, IT Asset Management, SysAid IT ticketing system and desktop patch management.
• Software Compliance: Focuses on City compliance with licensing/user agreements for software. This includes enterprise systems such as Microsoft servers, licensing services for Office 365 and Adobe Acrobat enterprise systems.
• Hardware Services: Purchasing, operating system management, imaging, support and repair for all City-owned hardware.
• E-waste Services: Manages the City's e-waste process.
• Asset management: Supports the asset management system to include application and server management and reporting.
• Adds, Moves, Changes: Supports new employees, office technology moves and personnel changes, and manages VPN access setup.
• Training services as needed.
• On-Call Services: Provides after hours enterprise IT support 24/7/365.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

6.5 IT Infrastructure - Asset Equipment Lifecycle Replacement - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,374,882

2026 - $1,776,510

This offer funds infrastructure replacements that are unique in both nature and scale. The equipment funded in this offer supports the entire City Network, Client Services, Data Management/Systems Engineering, and Voice operations with critical infrastructure that represents the backbone of the IT operations for both internal and front-facing operations. All infrastructure replacements are scheduled and budgeted based on an approved capital plan that recognizes a specific replacement cycle for each type of equipment based on useful life, warranty, replace on fail requirements, end-user application and any necessary hardware

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changes/upgrades based on end of support notifications.

PC Replacements: This offer will fund the replacement of approximately 465 laptops, desktops and tablets in 2025 and 426 in 2024 across the organization.

This offer also funds the replacement of phones, network/voice switches, voice gateways and wireless access points, and the professional services needed to guide the implementation of architecture changes and technical transition. This also includes the replacement of Firewalls that IT has to replace every six years. Funds in this offer also protect against single-point-of-failure, giving the City a higher level of service availability, mitigate cybersecurity risks, and support necessary server maintenance and security patches.

This offer covers the replacement of Data Management assets that constitute the City's private cloud. This includes server blades, chassis, storage devices that contain more than 1,600 terabytes of space, virtual servers, and other data storage that is replaced via a lifecycle replacement plan approved by the IT Steering Committee.

Lastly, the City has experienced a significant increase in the number of devices that require an IP address. As a result, there is an increased cost to support the IP address management solution due to the increase in the number of requests to connect devices.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG - 24/7/365 Operational Excellence
- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats

9.1 IT Administration Services - *Offer Type: Ongoing* - Funded

2025 - $1,175,883

2026 - $1,205,232

This offer will fund the departmental management and executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, strategic guidance, communications, change management, project management, HR and administrative support for the IT department.

IT administration staff that support the objectives of this offer include the Chief Information Officer, IT Applications Operations Manager, IT Infrastructure Manager, Financial Analyst, Administrative Analyst and 50% of the IES Finance Manager. The staff provides the general oversight, management and strategic plan development/deployment of the Applications, Infrastructure, programs and customer services teams of the IT Department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Housing Catalyst, Poudre Fire Authority, and others). This includes funding for continued education and training for the entire IT staff to keep abreast of all the technology changes, updates, trends, certifications, cybersecurity best practices, architecture and applications that are constantly evolving and changing.

The IT Department dynamically leads the City's digital transformation, orchestrating a comprehensive governance structure through strategic committees that meticulously align business objectives with progressive IT strategies. Anchored by an IT Executive Steering Committee, this concerted effort ensures executive oversight propels pivotal initiatives, forging a path toward a digitally empowered future for the City.

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This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

9.2 IT Digital Strategic Portfolio Office - *Offer Type: Ongoing* - Funded

2025 - $275,618

2026 - $281,688

This offer funds ongoing operations for the Digital Strategic Portfolio Office (DSPO). Digital Strategic Portfolio Management articulates business strategies with their associated business outcomes, and then enables action on those outcomes in the form of business capabilities, investments, programs, services, etc. In short, it aligns work to the City's digital transformation and risk management strategies and helps ensure the success of such projects.

The DSPO supports the entire City and community by:

• enhancing data-informed decision-making by providing visibility into the health of the project portfolio
• gaining efficiencies by facilitating collaboration between project managers and teams, project touchpoints, shared resources, processes requiring coordination, and dependencies
• eliminating duplicated effort, blockers and bottlenecks, and waste

This offer funds 1.0 FTE Portfolio Management Architect who functions as the organization's Digital Strategic Portfolio Manager along with 1.0 FTE Contractual Analyst who supports both Portfolio and IT Administration. This Portfolio office creates and matures the DSPO governance, processes and metrics while also administering the program. Organizations that have implemented successful Strategic Portfolio Management programs cite staffing of this position as critical to success and full utilization. The ultimate need is for staffing to support the anticipated future maturity of the DSPO and an enhancement offer (9.3) will be submitted to supplement this offer with the appropriate resources.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- ENV - 24/7/365 Operational Excellence

9.3 2.0 FTE - IT Project Managers - Establish a Digital Portfolio Project Management Office - *Offer Type: Enhancement* - Unfunded

2025 - $283,140

2026 - $328,232

As the City intensifies its digital transformation efforts, the need for a cohesive and strategic approach to project management becomes increasingly evident. Competing priorities and unplanned projects have highlighted the opportunity for improved Citywide governance and transparent management of resources, schedules and dependencies.

To seize this opportunity, IT is proposing to establish a Digital Project Management Office (Digital PMO) to establish Citywide oversight, develop internal expertise and introduce a unified PMO platform that will streamline project management across all digital initiatives, and consolidate more than 22 project management tools in use. The Digital PMO will facilitate a clear, transparent view of project resources, priorities and schedules, enhancing the effectiveness of project management practices.

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The Digital PMO aims to foster structured and professional development for ~165 employees managing digital projects. This strategic investment will empower them to navigate the complexities of digital transformation efficiently, ensuring that City projects are well coordinated and aligned with long term objectives for sustainable growth and transformation. Implementing the Digital PMO will significantly enhance project management capabilities, ensuring that the City's digital transformation progresses smoothly and efficiently, with improved alignment and coordination across departments that can be scaled to become an enterprise PMO.

Resources: 2 PMO P3 Analysts

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG - 24/7/365 Operational Excellence

11.1 CPIO: Creative Services - *Offer Type: Ongoing* - Funded

2025 - $844,825

2026 - $872,231

This offer funds centralized creative services as part of the Communications & Public Involvement Office (CPIO). The Creative Services team upholds the City's brand image and provides critical communication services to City staff and community members. This includes all graphic design and Fort Collins Television (FCTV) video production services for the entire organization.

Key services within this offer include brand management; accessible/universal graphic design and template development; photography; motion graphics and animations; City and County meeting broadcasts and recordings; field shooting; studio production; video production and editing; live broadcast, streaming and on demand video; drone footage; 360 and virtual reality footage; community bulletin board system; and audio/visual (AV) and event support.

In addition to graphics and video services, this offer also includes technical consulting, digital asset management, training, software support and AV engineering services. The offer enables the administration of a non-exclusive cable franchise agreement and management of FCTV video programming available on Comcast channels 14 & 881, Connexion TV, other streaming services and the City's YouTube channel.

This offer supports the accessible delivery of essential information to the community about local government services and programs and enables the City to better communicate complex policy discussions and decisions and legislative action through visual storytelling.

The offer includes:

- Creative services and media production support for community and employee training and awareness
- Print and digital media services, including content creation, accessible/universal design and distribution
- Complete video production, including recording, editing, post production and distribution
- Live broadcasting/streaming and closed captioning of City and County meetings and events
- Digital asset management, templates and video on demand services and archival

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This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

11.2 Communications & Public Involvement Central Communications - *Offer Type: Ongoing* - Funded

2025 - $1,270,620

2026 - $1,310,441

This offer funds strategic communications and public engagement services within the centralized Communications & Public Involvement Office (CPIO). It includes Citywide internal and external communications and engagement strategy and implementation to make local government more accessible, transparent and equitable and enables City staff and the community to stay informed and participate in conversations and decisions that will impact them.

The offer supports a systematic and consistent approach to communications and engagement across the organization and provides training and best practices to encourage accessible and inclusive communications and engagement strategies. It provides essential public information and meaningful engagement opportunities that allow the community to have a voice in policy discussions, decisions and legislative actions. It enables meaningful connection and dialogue with all residents, businesses and visitors and the timely and equitable distribution of emergency information and recovery resources for City staff and the community.

The offer includes:
Strategic direction for Citywide internal/external communications and engagement efforts and direct implementation support for 25 departments
Public information and marketing services including copywriting, editing, promotional/advertising campaigns, special events and publications
Oversight of a variety of traditional and digital communication materials and platforms including website content, digital and social media and e newsletters
Crisis and emergency communications
Media relations and organizational media training
Inclusive engagement support for Citywide priorities and initiatives including language access services, the OurCity online engagement platform and coordination of the Citywide Public Engagement Collaboration Team
Ongoing events, programs and initiatives including CityWorks 101, annual Community Survey, State of the City address and Annual Report to the Community.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

11.3 Public, Educational and Governmental Programming (PEG) - *Offer Type: Ongoing* - Funded

2025 - $125,500

2026 - $125,500

This offer provides continued capital equipment support for local Public, Education and Government (PEG) TV channels, which include the City's own channel

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(FCTV); Poudre School District; Colorado State University (CTV); and Fort Collins' only public access TV channel, FC Public Media (formerly Fort Collins Public Access Network or FCPAN).

Funding for this offer comes from a fee that is paid exclusively by local Comcast/Connexion subscribers. By Federal mandate, it can only be used for capital equipment for local PEG TV channels (restricted funds). The City collects and shares the PEG funds and distributes a portion of the funding to the other three local PEG channels via an annual grant process.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

11.5 CPIO: Expanded Communication Methods - formerly ARPA funded - *Offer Type: Enhancement* - Funded

2025 - $100,000

2026 - $100,000

This offer will expand and enhance the City's communication efforts and reach by providing funding for alternative methods, tools and channels like traditional paid advertising, direct mail, boosted social media and print materials. Not everyone in the community is reached through the existing mix of communication tools/platforms. Additional funding will help employ other tactics to improve reach.

The City's Communications & Public Involvement Office (CPIO) generally relies on other City department budgets for paid marketing and communications materials. Often, there is not sufficient budget to leverage a mix of tools/channels that will reach all target audiences in the community. In order to reach a broader, more diverse breadth of the community, a variety of approaches should be leveraged.

Potential methods include:

- Direct mail postcards for policy discussions, programs or engagement opportunities
- Printed flyers or reports distributed at City and partner facilities and events
- Paid print, digital, radio or television advertising messages
- Increased social media reach through paid/boosted posts or ads
- Targeted methods to reach historically underrepresented communities
- Telephone town halls

Over the past several years, funding for traditional tools/methods has been reduced, causing the City to rely heavily on its own channels or social media to share information with the community. This offer will provide additional options to enhance and improve current communication approaches and ensure more people across the Fort Collins community are well informed.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

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11.7 CPIO: Digital Experience Implementation Support - *Offer Type: 1-Time Enhancement* - Funded

2025 - $60,000

2026 - $60,000

Establishing Digital Experience (DXP) content development support is essential for the City's digital transformation and will supplement the City's Customer Experience (CX) strategy focused on leveraging the Granicus platform. Initial work will focus on the development and implementation of a new content management system (CMS), website, and legislative management platform with the opportunity to holistically integrate all facets of a DXP Platform that includes digital forms/workflows and services, records management, digital communications (311, email, text, chatbots, social media), permitting, records requests and more.

Freelance support will ensure the Granicus platform aligns with City needs, driving standards, governance, and exceptional service delivery and customer engagement. It will assist in connecting with Granicus, coordinating with all City departments, and overseeing the implementation timeline to successfully deploy the Granicus solutions providing content development expertise.

This support will enable the successful development and implementation of the new DXP and ensure it strategically aligns our digital services with the City's goals and the evolving needs of our customers. It will help establish and reinforce a governance structure that outlines guidelines and best practices to ensure cohesive adherence to City standards and a strategic approach to digital transformation, enabling the City to deliver exceptional service and engagement to our community in a more consistent and simple approach.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

14.1 Human Resources Core Services - *Offer Type: Ongoing* - Funded

2025 - $2,794,866

2026 - $2,879,588

These core programs and services:
• Ensure a continuous supply of qualified talent with internal and external candidates possessing the skills required to achieve the City's plans.
• Enable high performance with a diverse workforce who clearly understands how their work impacts performance and are recognized for their contribution.
• Strengthen leadership by ensuring a strong leadership bench and individuals with the key capabilities to impact the City's current and future performance.
• Support strategic City and service area initiatives with thought leadership and resources to help leaders and teams accomplish stated outcomes.
• Foster safety and wellbeing for employees in the City's work environment.
• Communicate policies and practices aligned with City values and organizational compliance with employment and labor laws, City directives and labor agreements.
• Drive operational efficiency with systems and services supporting organizational effectiveness and capabilities.

Time is spent on employee relations, collective bargaining, managing risk and legal liabilities, and leveraging technology to enhance processes and reporting. HR provides coaching and consulting services to all levels in the organization and develops timely, meaningful data analytics to help drive sound business decisions. HR supports, manages and refines competitive total rewards packages.

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This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

14.2 Human Resources: Talent Development - *Offer Type: Ongoing* - Funded

2025 - $466,535

2026 - $495,148

Funding this offer provides support for Talent Development (TD) personnel and programs, enhancing strategic services and initiatives utilized by the organization's workforce. It encompasses several key areas:

Strengthening leadership through:
- Providing essential knowledge and tools for managers.
- Partnering with the Equity Office for curriculum and tool development.
- Developing managerial capabilities aligned with the City's leadership expectations.
- Refining competencies and integrating them into talent management solutions.
- Coordinating virtual new employee orientations and live meet and greet sessions.
- Managing the Mentoring Program.

Ensuring a continuous supply of highly qualified talent by:
- Implementing programs and improving processes.
- Building individual and organizational capabilities from applicant to alumni.
- Conducting 24 "Welcome to the City" sessions.
- Developing and maintaining the Employee Essentials curriculum.
- Supporting the New Leader Onboarding process.

Enabling a high performance workforce by:
- Aligning work impact on performance through six Leadership Link and two All Manager meetings.
- Supporting the development of the Equity Office.
- Collaborating with other areas of talent management and Employee Resource Groups.
- Supporting various departmental initiatives.

Supporting strategic City and service area initiatives by:
- Identifying workforce implications and aligning HR initiatives accordingly.
- Creating Equal Opportunity Workplace and Leadership and Unions trainings

Driving operational efficiency and effectiveness by:
- Optimizing FC Career Connect for training and development opportunities.
- Adapting talent development activities to new digital methods for improved accessibility and relevance.

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This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

14.3 Human Resources: Volunteer Services Program - *Offer Type: Ongoing* - Funded

2025 - $219,561

2026 - $225,415

This offer funds the City's Volunteer Services Program (VSP), which engages community members in meaningful volunteer service to support City programs. Volunteers provide a significant resource to the City while co creating community. Volunteers impact the entire organization by supporting a high performing workforce, which in turn serves the community and increases public engagement.

FC Volunteers is housed in Human Resources to provide strategic direction, policies and annual objectives that guide and prioritize initiatives. City departments rely on volunteers to provide community programs, education and outreach. Marketing efforts serve to highlight volunteer stories and encourage others to volunteer while demonstrating impact. Citywide recognition offers gratitude while continuing education builds capacity and capabilities for volunteers and staff. VSP also nurtures interns by providing a platform for networking and access to leaders. NextGenServe is a volunteer club for teens who explore municipal careers while giving back to their community. Staff and interns provide mentorship and supervision to teens.

Engage is a volunteer management platform utilized by volunteers and staff to handle all events and volunteer administration. Engage is a custom system that is continually adjusted to meet the demands of an evolving program. The Volunteer Program Manager is accountable for database administration, upgrades and technical support.

VSP is a centralized service hub for community members and City departments regarding volunteer administration, metrics, data, policies, legal/risk management and training. It is a resource for envisioning new programs while improving existing programs and facilitating collaboration. Well managed volunteer programs can increase department efficiencies while freeing staff to do the work for which they are uniquely qualified. Volunteerism serves as a path to employment and can lead to greater diversity and inclusion.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

14.4 Human Resources: City Benefits, Wellness and Retirement - *Offer Type: Ongoing* - Funded

2025 - $43,048,403

2026 - $46,125,619

Funding this offer provides comprehensive health and welfare benefits critical to attracting and retaining exceptional talent and helping them stay well. The health and welfare benefits, and the administration of these benefits, are available to employees and dependents as part of the City's Total Compensation and Wellbeing strategy. The Benefits Program provides employees with a portfolio of well balanced, cost-effective and market based insurance plans to choose from. This offer includes funding for the on site health clinic, CityCare, and the City’s award winning Wellness Program.

CityCare, the Employee Health and Wellness Center, provides convenient, high quality care for members of the City's medical plan in preventative, primary, acute and urgent care; annual examinations/screenings; immunizations; prescription drugs; health coaching and counseling.

The Wellness Program is a comprehensive program designed to improve the physical, mental, emotional, and financial health and wellbeing of employees and

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their dependents. The program is designed to reduce safety and health risk factors and reduce healthcare and workers' compensation costs. The Well Days Incentive Program is offered to educate, guide and empower employees to make lifestyle choices that reduce the risk of illness and injury and target and improve the most prevalent health risk factors.

Additionally, the City attracts and retains exceptional talent by offering meaningful, competitive benefits as part of the overall culture of wellbeing. As an employer of choice and industry leader, staff educates and engages employees and their dependents in their health and financial wellness as a component of the City's Total Compensation and Wellbeing strategy. The Benefits and Wellness team collaborates with colleagues, City Council and strategic partners to continually evaluate and improve employee benefits while responsibly stewarding City resources.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

14.6 Human Resources: 1.0 FTE Sr Partner - *Offer Type: Enhancement* - Unfunded

2025 - $81,064

2026 - $111,616

A primary purpose of the HR Partner (HRP) role is to partner with leaders to anticipate, navigate, resolve and ultimately reduce the volume, cost, risk, severity and burden of employee relations (ER) events. This includes leader coaching, organizational and talent planning based on trends and metrics, and deep systemic interventions. HRPs partner with managers when navigating performance and conduct issues, complex medical issues, harassment and discrimination allegations, and cultural concerns. They facilitate due process and manage legal risk in partnership with the CAO. In 2023, HRPs tracked a total of 226 employee relations issues, up from 157 in 2022. Complex mental health/medical leaves, harassment/discrimination allegations, and toxic behaviors/conflict comprised the largest growth sub categories, requiring significant attention from HRPs and managers to resolve. City full time headcount has increased by 26% since 2016.

Additional capacity could allow HRPs to:

- Improve ER response time and time to resolution.
- Practice strategic talent planning tools and concepts, promoting strategic planning and preventing systemic ER and cultural issues.
- Reliably compile business and talent intelligence for executive leaders to identify hotspots and proactive solutions.
- Commit additional time and resources to leader onboarding; reduce early tenure turnover and cost.
- Grow guidance document library, which increases manager self sufficiency, enables equitable application of resources, and increases transparency and trust across the City.
- Invest time and resources into retention strategies including succession planning, Employee Value Proposition (EVPs), culture initiatives, strengthened ER practices, exit interview program, and more.
- Reduce burnout of current HRPs who are first responders and manage heavy caseloads that largely involve mental and emotional health concerns, extensive legal risk, conflict, medical tragedies, and a constant demand for urgency.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

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14.7 Human Resources: 2.0 FTE - Coordinator, HRIS - *Offer Type: Enhancement* - Funded

2025 - $0

2026 - $0

The City Human Resources team provides services to four IGAs, with PFA being the largest in terms of what is required and volume that requires special attention as it is different from the City. Discussions about the capacity to support PFA began in 2021, and the City chose to fund the request with ARPA dollars beginning mid year in 2022, as during the pandemic, the demands grew significantly. Significant work has been underway to more fully understand the requirements and a costing model was developed collaboratively with PFA and the City. PFA acknowledges the capacity required to support them as outlined in the new proposed contract, and they have agreed to allocate funds for the staffing required to meet their needs.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

14.8 Human Resources: 1.0 FTE - Recruiting Specialist and Recruitment Advertising Funds - formerly ARPA funded - *Offer Type: Enhancement* - Funded

2025 - $107,722

2026 - $155,952

With a team of seven, including two ARPA funded contractual employees, Talent Acquisition (TA) created an efficient and effective process, allowing managers to spend less time on recruitment activities and focusing on other essential aspects of leadership. With the addition of staff and a robust advertising strategy, TA can focus on strategic initiatives, recruitment consultation, DEI best practices, legal oversight, manager training and candidate relations. Maintaining this focus is paramount within Utilities, where this recruiter and coordinator are deeply embedded. In 2023, a team met weekly to provide targeted attention to Utilities; there were 79 new external hires, 51 classified positions, one unclassified manager, four contractual, and 23 hourly employees. Also, there were 64 promotions and eight internal transfers. Having a recruiter and recruiting coordinator focused on Utilities/Police allows them to efficiently source and hire talent tailored to the unique needs of these sectors. Recruiters can better understand the specific skills and qualifications needed for roles within these sectors, ensuring strong talent pools. Vacancies can be filled promptly, minimizing disruptions in essential services provided. Focused recruitment within these areas allows for targeted efforts to promote diversity and inclusion within the workforce, aligning with broader organizational goals. Reducing TA capacity will require decreasing support across the City as the team rethinks support and minimizes anticipatory strategies. In 2023, there were 826 postings, with 485 classified, contractual, and unclassified management postings and 341 hourly postings. The City received 13,691 applications and filled 738 positions, including 472 classified, contractual, and unclassified management hires and 266 hourly hires. 362 intake meetings were conducted with hiring managers. The annual historical average is 822 postings, with 531 classified, contractual, and unclassified management.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

16.1 Fleet Fuel - *Offer Type: Ongoing* - Funded

2025 - $3,291,419

2026 - $3,330,274

This offer will fund the fuel purchase, operations and environmental compliance of 13 internal fuel sites and a mobile fuel trailer. This offer includes the administration of various external fuel sites and supports the City's biodiesel, gasoline, natural gas, propane and electric charging infrastructure.

The projected per gallon/gallon equivalent pricing for both 2025 and 2026 respectively are:

- $3.70 and $3.75 / Unleaded Gasoline
- $4.00 and $4.05 / Biodiesel

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- $2.64 and $2.64/ Renewable Natural Gas (RNG)
- $2.70 and $2.75 / Propane
- $0.80 and $0.82 / Kilowatt (Electricity)

The fuel sites that this offer covers are:
- 835 Wood Street (Gasoline, Biodiesel, Renewable Natural Gas, Propane)
- Transfort (Biodiesel, Renewable Natural Gas, Electric Charging)
- Main Parks Shop (Gasoline, Biodiesel)
- Streets Facility (Renewable Natural Gas)
- Collindale Golf Course (Gasoline, Biodiesel)
- Southridge Golf Course (Gasoline, Biodiesel)
- Spring Canyon Parks Shop (Gasoline, Biodiesel)
- Fossil Creek Parks Shop (Gasoline, Biodiesel)
- Police Services (Gasoline)
- Laporte Water Treatment Facility (Biodiesel)
- Hoffman Mill Recycling Site (Gasoline, Biodiesel)
- Meadow Springs Ranch (Gasoline, Biodiesel)
- Mobile Fuel Trailer (Biodiesel)
- New East Side Parks Shop (Gasoline, Biodiesel)

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

16.2 Fleet Maintenance - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $7,781,633

2026 - $7,995,417

This offer includes all fleet maintenance operations at four locations: 835 Wood St., 906 Vine St., Transfort, and Streets.

Fleet maintenance includes, but is not limited to, repairs, preventative maintenance, Department of Transportation (DOT) inspections, parts inventory, after hours callouts, bus cleaning, bus fueling, remote service calls, and after hours snow equipment maintenance.

Fleet rentals provides rental services for departments to check out a vehicle from the City's vehicle pool program or facilitate the rental of equipment or vehicles from outside vendors on an as needed basis.

This offer is fully funded by departments that utilize these services.

Highlights of this offer:
- Fleet maintenance activities at four shops
- Three parts locations

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- Fleet rental and pool vehicle programs.
- Transfort shop with two shifts and is open nearly 24/7/365
- On call roadside service 24/7

The staffing in this offer includes:
- 19 Technicians
- 3 Parts Assistants
- 1 Parts Supervisor
- 2 Shop Supervisors
- 1 Planner/Scheduler
- 2 Fleet Supervisors
- 5 Maintenance Workers
- 7 Part Time Shop Helpers/Parts Runners
- 3 Bus Fuelers
- 2 Part Time Bus Fuelers

This Offer supports the following Strategic Objectives:
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

16.3 Facility Maintenance - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $5,953,148

2026 - $6,087,308

This funding is required to protect and manage the City's assets and continue to provide services for the community.

Highlights in this offer are:
- Electrical maintenance.
- Heating ventilation and air conditioning (HVAC).
- Aquatics maintenance and chemical management for six swimming pools and associated spas.
- Keys and access control.
- General maintenance, furniture setup/teardown, and alterations.
- Required inspections and corrections for systems including fire safety, fire sprinkler, elevator, backflow prevention.
- Security service patrols, snow removal, and pest control at some facilities.

This offer requests $5 million from the General Fund while $1.4 million is recouped through charge-backs to departments outside of the General Fund. The financial breakdown of this offer is:
- General Maintenance: $3.5M (e.g., all building interior and exterior repairs under $20,000)
- HVAC: $1.3M (e.g., all mechanical repairs and replacements under $20,000)
- Electrical: $0.8M (e.g., all personal protective gear for technicians)
- Aquatics: $0.7M (e.g., all chemicals for pools)

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- Locks and Access Control: $0.2M (e.g., all keys, locks, door hardware, and access control hardware/software)

This offer does not include utilities or custodial services. Those costs are included in Offer 16.8.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

16.4 Facility Major Maintenance - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $363,000

2026 - $477,000

This offer addresses specific items due for major maintenance or replacement and is necessary to ensure the optimal functioning, safety, longevity and efficiency of equipment and infrastructure for City facilities.

Details and estimates included in this offer are:

2025:
- $150,000 for parking lot maintenance. This includes patching, resurfacing, striping, etc. to protect surface lots and prevent costly future repairs.
- $120,000 for replacement electrical transformers at Police Services.
- $40,000 for replacement of EPIC main pool strainer basket to meet required flow rates.
- $51,000 for plumbing, sewer and toilet replacements to correct ongoing maintenance issues at Foothills Activity Center.

Total: $360,000

2026:
- $150,000 for parking lot maintenance. This includes patching, resurfacing, striping, etc. to protect surface lots and prevent costly future repairs.
- $300,000 to repair capstones on the roof of Police Services. Engineered repair to stop ongoing water damage from roof failure.
- $15,000 for replacement of outdated lighting and controls in Council Chambers at City Hall with more energy efficient LED lighting.

Total: $465,000

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

16.5 Operation Services Administration - *Offer Type: Ongoing* - Funded

2025 - $1,184,610

2026 - $1,220,308

This offer funds the administration portion of the Operation Services Department and manages the overall direction, policy, purchasing and financial support for all Operation Services divisions (Fleet, Facility, Real Estate and Project Management and Design). The administration staff works toward achieving the City's carbon and energy goals by ensuring the proper vehicles and equipment is identified, budgeted for and acquired.

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The administration also cares for many of the daily operations including, but not limited to, purchasing, budgeting, accounting, billing, data collection and analysis, reporting, license plates, titles, some ID badge creation, pool car administration, updating the internal Operation Services CityHub SharePoint site, and scheduling shared conference and community rooms.

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG - 24/7/365 Operational Excellence

16.6 Facilities Project Management, Real Estate Services, and Reduced Internal Mail Services - *Offer Type: Ongoing* - Funded

2025 - $2,004,508

2026 - $2,061,822

This offer funds Project Management, Planning and Design (PMPD); Real Estate Services; and partial internal mail services for the City of Fort Collins. These programs are all funded by the departments that use these services.

Facilities PMPD manages new City capital construction and major building remodels, furniture design, procurement, ADA modifications along with diversity and inclusion alteration/renovation projects. Duties and responsibilities include project conception with establishment, project budgets and schedules, along with procuring designers, contractors and vendors to complete the necessary work. They also act as a liaison among project personnel, City departments and contractors to ensure quality work, which is on time and within budget for the City. This program is self funded except for the Lead Senior Project Manager who is only partially funded, since this person is also assigned to pre project communications and budget estimates that are not associated with bona fide projects. In addition, this manager has supervisory duties that cannot be billed.

Real Estate Services provides full real estate and property management services to other City departments in support of the City’s strategic and operational goals. They negotiate and manage the City’s portfolio of leases, property acquisitions, disposals, rights-of-way, and utility easements. This program is self funded except for the Real Estate Manager who is generally assigned to non chargeable research and collaboration that is not associated with any department. In addition, this manager has supervisory duties that cannot be billed.

Internal mail services provides mail pickup and delivery to City facilities three days a week. This service is contracted out and includes postage expenses.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 1 - Provide an exceptional customer experience to the community and increase the City’s effectiveness by simplifying processes and delivering modern technologies

16.7 Operation Services: Required Building Modifications - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $600,000

2026 - $600,000

This offer will fund City facility modifications that are necessary to increase accessibility, including gender neutral restroom modifications. In 2016, the City

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performed a comprehensive audit to identify facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications to 46 existing facilities were necessary. These modifications are prioritized in the 15 year plan, of which 2025 2026 are years nine and ten. The total cost of all the modifications is $6.7 million over 15 years. The remaining cost of these modifications is about $2.1 million.

The following items are planned for 2025 2026:

2025:
- 215 North Mason St: Modify restrooms to achieve proper dimensions and clearances.
- Municipal Court: Incorporate assistive listening.
- Horticultural Center (Gardens on Spring Creek): construct ADA accessible viewing areas for the stage at the outdoor performance area.
- Park Shop (413 Bryan St.): Construction to address building entrance and correct slopes from handicap parking to building.

2026:
- City Park Pool: Create gender-neutral accessible restroom, add ADA compliant shower for women's locker room and correct slopes around pool where possible.
- Remington Parking Garage: Replace the elevator to modernize it so it is usable for many more years.
- Nix Farmhouse: Create gender-neutral accessible restroom in the farmhouse.

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

16.8 Facility Custodial and Utilities - *Offer Type: Ongoing* - Funded

2025 - $5,036,497

2026 - $5,160,270

This offer provides building utilities (electric, natural gas, water, wastewater, storm drainage), and custodial services for approximately 75 City buildings.

Operation Services will review utility bills for these facilities, input usage and cost data into the Utility Manager software and provide department managers with various charts and graphs as to their building energy cost and usage.

Operation Services also manages multiple vendors with custodial contracts. This offer includes normal janitorial services, window cleaning, touchpoint disinfecting, and carpet cleaning. Monthly major inspections and weekly minor inspections are performed.

This offer also covers the cost of the common area maintenance for the Foothills Activity Center.

The financial breakdown for this offer in 2025 is:
Janitorial: $2.64M
Utilities: $2.45M

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This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

16.9 Fleet Vehicle and Equipment New Replacements - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $400,000

2026 - $1,800,000

This offer will fund the principal and interest payments for new vehicles and equipment purchased using lease purchase financing in accordance with the City's replacement policy. This offer also includes the capital purchase of select Police vehicles and vehicle related equipment. Funding for this offer comes from the departments requesting the replacements in the form of rental payments.

2025 Purchases
This list represents one $400k quarterly payment in 2025 and $1.6m payments in 2026 or $7m. in capital value.

- Forestry
  - Loader, Chipper Bucket Truck
- Traffic
  - Dump, Platform truck, Sign truck
- Police
  - 23 Patrol/CSO SUV’s
- Streets
  - Dump, Patcher, Sweepers, Trucks, Tractors
- Parks
  - 7 Pickups, 3 Electric Utility, Mower
- Recreation
  - Loader, Sedan
- Building Inspection
  - Pickup

2026 Purchases
This list represents one $200k quarterly payment in 2026 or $3.5m. in capital value.

- Forestry
  - Loader, Chipper
- Traffic
  - Pickup, Bucket truck
- Police (all are projected to be replaced at 100k miles)
  - 12 Sedans/SUVs
- Streets
  - Patcher, Dump, Truck
- Parks
  - Pickups, Electric Utility, Mower, Dump

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- Recreation
o 6 passenger Van
- Code Compliance
o Pickup

Not included in this offer are three vehicles the Northern Colorado Drug Task Force. These vehicles have a replacement cycle of every two years. They are traded in for low mileage replacements. The replacement vehicles are not lease purchased, but rather purchased outright. The cost of replacing these vehicles, factoring in trade in value, is $75,000.

Also reduced in this offer are the purchase of three replacement Police motorcycles in 2026 for a total of $80,000. If there are savings in this offer, we anticipate using those funds for both these capital purchases.

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

16.10 Fleet Vehicle and Equipment Existing Payments - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $4,494,661

2026 - $4,292,876

This offer will fund the principal and interest payments for vehicles and equipment purchased using lease purchase financing since 2020, in accordance with the City's replacement policy. Funding for this offer comes from the departments that use these units in the form of rental payments.

The following departments are included:
- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Building Inspection
- Code Compliance
- Streets
- Traffic
- Recreation
- Engineering

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

16.11 Aging Facility Maintenance - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $512,500

2026 - $525,000

In early 2022, a full condition assessment was completed for 66 City facilities. This assessment revealed a ten year maintenance plan of $52 million (excluding HVAC) for these buildings. By prioritizing only the critical maintenance items in these buildings, this offer requests $760,000 in

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2025 and $625,000 in 2026. This represents a portion of years three and four of a ten year plan.

Projects identified for this budget cycle are replacement/repair of transformers and electrical distribution equipment, priority roofing assets, plumbing, and fire safety equipment.

The projects by category are:

2025:
- Roofing $385,000
- Door Hardware $75,000
- Interior floors/walls/ceilings $100,000
- Plumbing $100,000
- Electrical/Fire $100,000

Total $760,000

2026:
- Exterior Walls $100,000
- Roofing $150,000
- Door Hardware $75,000
- Interior floors/walls/ceilings $100,000
- Plumbing $100,000
- Electrical/Fire $100,000

Total $625,000

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

16.14 Police Services HVAC Electrification and Efficiency Replacements - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $2,500,000

2026 - $0

Funding this offer will replace the end of life HVAC system and building automation controls at Police Services. This includes Roof top Unit 1 and 2 with the associated controls upgrade.
As part of a comprehensive 2022 facilities conditions assessment, Operation Services identified a 10 -year plan to replace 97 units with an estimated total cost of $41 million. In 2025, the plan is to replace two rooftop units and upgrade the building automation controls system at Fort Collins Police Services.
This ten-year plan provides a roadmap to reduce natural gas use with the goal to eliminate usage in all City buildings, which will be necessary to help achieve 2030 Our Climate Future goals.
The existing two RTU’s are currently all electric with an evaporative (water) component for cooling and hot water boilers that supply hot water for heating.

The current natural gas boilers are not scheduled for replacement until 2037 at which point electrification will be a key strategy for the boiler retrofit.

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Operation Services prefers to use heat pump technology to meet our energy efficiency, electrification, and climate goals, but unfortunately, the heat pump technology available today does not meet the size and application needed for the Police Services RTU retrofit.

The proposed all electric RTU solution will improve the energy efficiency by approximately 30%, move to the new R-454B HVAC refrigerant to reduce the climate and ozone impacts, and increase the control interface for better comfort and energy performance.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- HPG - 24/7/365 Operational Excellence

16.15 Required Restroom modifications - *Offer Type: Asset Management-Enhanced* - Unfunded

2025 - $420,000

2026 - $420,000

Funding this offer will allow the City to meet the recently passed Colorado House Bill (HB)23 1057, which requires buildings to have at least one gender-neutral restroom per facility for use by the public and staff. This offer will allow Operation Services to design, bid, permit and renovate the required single-stall gender-neutral restroom space in City facilities. This offer assumes the estimated average cost for renovating an existing space to create this restroom to meet HB 23 1057. Operation Services plans to complete three restrooms per year at an average cost of $140,000 per restroom.

This would cover the cost of the first two years of a 10 year plan.

2025 Projects:
222 LaPorte Ave., 215 N. Mason St., Foothills Activity Center

Total Cost for 2025: $420,000

2026 Projects:
South Transit Center, Downtown Transit Center, Senior Center

Total Cost for 2026: $420,000

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

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16.16 Operation Services: 1.0 FTE - Real Estate - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $75,736

2026 - $91,427

Funding this offer will provide the City with a properly resourced Real Estate Division. This position is fully funded by the charges associated with performing work for other departments, outside entities and commissions that the real estate team generates. The additional staffing will result in better record-keeping, enhanced reporting and increased service levels.

The City's Transportation Capital Projects division has been relying on third-party consultants for complex right of way projects and much of this work has required extensive quality control work by City staff. Having additional in house expertise will result in higher quality services. Furthermore, in house resources are more efficient in coordinating with the City Attorney's office when developing and executing documents.

Real Estate Services can continue to use external contractors on a more selective basis. Having additional internal resources will result in an improvement in timeliness and quality. The workload for this FTE has been created by increases in city, state and federally funded infrastructure projects that require real estate acquisitions and management. Specifically, state agencies are increasing funding for their projects through local agency grants. The City also recently re organized Parks and Park Planning, which now is using Real Estate Services more. Another significant source of demand is the $12,000,000 per year allocated for open space acquisitions and management.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- HPG - 24/7/365 Operational Excellence

16.17 Operation Services: 1.0 FTE - Project Management, Planning & Design (PMPD) - *Offer Type: Asset Management-Enhanced* - Unfunded

2025 - $93,610

2026 - $113,571

Funding this offer will provide the City with a properly resourced Project Management staff to handle capital projects. This position is fully funded by the charges to other departments for services provided. The additional staffing will result in a better service level to internal customers. This division has recently started using external consultants to help with the owner's representation for capital projects because of insufficient staffing to handle the current workload and demand. Having additional in house expertise will result in reduced costs to customers because internal rates are 50 percent less than the rate charged by external consultants.

The Project Management Division currently uses external on call owner's representatives, which drives up the cost to customers and reduces the services and quality control. Having additional internal resources will result in an improvement in quality assurance and quality control. Furthermore, having internal resources will reduce the need for more costly external contractors. The workload for this FTE has been created by an increase in project requests from Poudre Fire Authority regarding new stations and major renovations, along with Parks and Recreation having more projects due to the 2050 tax, and the recently passed Colorado House Bill HB 23 1057 requiring gender-neutral restroom facilities in City buildings.

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This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- HPG - 24/7/365 Operational Excellence

16.18 Operation Services: 1.0 FTE - Aquatics Technician - *Offer Type: Asset Management-Enhanced* - Unfunded

2025 - $130,060

2026 - $84,446

Funding this offer will address a gap in aquatics technician staffing to cover the 24/7 operation for the City's pools, spas and fountains. This position is needed to continue compliance with Health Department standards and to maintain the proper coverage to avoid any public health issues and provide the necessary level of service to the people who use these facilities.

Currently, the City of Fort Collins operates pools and spas in four facilities: EPIC, Mulberry, Senior Center, and the City Park outdoor pool. The new southeast community/recreation center planned to come online in late 2026 will add one to three pools to this workload depending on final design. This team also manages water features in various locations including Police Services and the Avery House.

Today, this team is unable to cover all pool operating hours. When a staff member takes leave and is not able to cover a scheduled shift, overtime or loss of vacation time off is a common result. This contributed to 285 hours of overtime in 2023. These issues, combined with the size and location of the proposed new community center, will make coverage with the current staff numbers even more difficult.

The addition of 1.0 FTE aquatic technician position, if funded, would bring this team to a total of five, which includes one supervisor. These technicians are responsible for testing water quality, along with operation and maintenance of the mechanical systems to ensure all facilities meet all City, County, and Colorado Health Department standards.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization
- SAFE - 24/7/365 Operational Excellence

16.19 Operation Services: 1.0 FTE - HVAC Technician - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $130,060

2026 - $84,446

Funding this offer will address a gap in HVAC technician staffing to help address the workload for external organizations and City facilities. The City provides maintenance for over 113 City buildings totaling over 2 million square feet, plus 11 fire stations for Poudre Fire Authority and two Library District facilities. Currently, a team of five technicians perform maintenance for the heating and cooling systems on these facilities.

The scope of work performed by these technicians includes regular preventative maintenance; diagnostics when a piece of equipment is not working properly; replacing pumps, fans and filters; and addressing controls to keep buildings conditioned for staff and the public when they use the facility.

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This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

16.23 Restore: Internal Mail to Full Service - 5 days a week - *Offer Type: Enhancement* - Unfunded

2025 - $100,000

2026 - $102,500

This offer funds the restoration of mail services for all departments, encompassing the collection and delivery of both internal mail and mail to and from the post office to five days a week. This is the incremental cost of the courier service from three days (offer 16.6) to five days a week, which includes pickup, sorting and delivery of incoming mail, with stops at over 40 locations and over 60 miles traveled around the city. Two couriers are employed to handle these daily tasks, ensuring continuous coverage even if one is on PTO. When not needed on their route, the second courier assists in the office with scanning services and applying postage. This service is contracted out and this offer includes postage expenses.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

16.24 215 N. Mason HVAC Electrification and Efficiency Replacements - *Offer Type: Asset Management-Enhanced* - Unfunded

2025 - $0

2026 - $5,000,000

Funding this offer will replace the end of life HVAC systems for the third and fourth years of a ten year plan. The mechanical units identified for replacement are all in General Fund facilities. The 100% non General Fund departments such as Utilities, Transfort, and Golf are not included in this offer but are identified in those department offers.

As part of a comprehensive 2022 facilities conditions assessment, Operation Services identified a plan to replace 97 units with an estimated total cost of $41 million. In 2026, the plan is to replace the HVAC system at 215 N. Mason St. and in 2025, the system at Fort Collins Police Services.

Many of these systems operate on natural gas and are overdue for replacement. The new units will be all electric so that the City can lead by example to accomplish its 2030 Climate goals. All replacements will be far more energy efficient. These units were prioritized on criticality based on the age of the unit, maintenance history and the facility it serves.

The ten year plan will provide a roadmap to reduce natural gas use with the goal to eliminate usage in all City buildings, which will be necessary to help achieve 2030 Our Climate Future goals.

This offer covers most of the next phase of the ten year plan. It also may include some building automation upgrades as part of the replacements or in other facilities as funding allows.
2025: $0

2026:
$5 Million – 215 N. Mason St., Phases 4 6 for replacing the other Roof Top Unit and associated systems.

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This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- HPG - 24/7/365 Operational Excellence

27.1 Planning, Development & Transportation Administration - *Offer Type: Ongoing* - Funded

2025 - $1,568,658

2026 - $1,633,466

This offer funds the Office of the Director of Planning, Development & Transportation (PDT), including the Director, Deputy Director, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of seven departments: Community Development & Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort, Parking Services, and FC Moves (Transportation Planning). PDT has more than 336 employees and a total budget of more than $86 million.

PDT Administration leads the operations of all community planning functions, the Development Review Center and transportation related functions including transit, capital construction, engineering services, traffic operations, parking services and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in City Plan as well as Strategic Outcomes in the Economic Health, Environmental Health, Safe Community, Neighborhood & Community Vitality, and Transportation & Mobility outcome areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services and how the administration team plays a role across all areas. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration:

- Provides administrative leadership, strategic alignment and coordination to seven PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement; performance measurement; performance excellence; equity, inclusion and diversity; and culture of safety

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

30.1 Safety & Risk Management Programs and Services - *Offer Type: Ongoing* - Funded

2025 - $9,204,432

2026 - $9,651,848

Funding this offer will foster a culture of safety and risk management across the organization. This includes:

- Safety partners who work with all departments to prevent injuries, lower claims costs and conduct safety audits.
- Providing safety equipment such as winter walkers, prescription safety glasses and steel toe work boots; working with departments to find new Personal Protective Equipment (PPE) for new work or highly specialized work tasks.
- Offering safety trainings and resources; inspecting safety equipment such as fall protection gear; air quality monitoring; required medical monitoring including hearing, respirator, pesticide applicators and blood borne pathogen; office and industrial ergonomics; and lifesaving programs such as CPR and AED administration.

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- CitySafe Occupational Health clinic for City employees with part time Physician Assistant and full time Occupational Health Nurse.
- Risk Management Information System to track all Safety & Risk Management data.
- Insurance/Self Insurance Program Management including general liability, property liability, auto liability, arts (damage to City art pieces), equipment breakdown, excess workers' compensation (for claims over $500K/750K), volunteer accident, fiduciary liability (covers financial mismanagement), cyber insurance, crime insurance (if City employees/officials commit a crime), flood and flood coverage for properties located in specifically designated flood zones, and special coverage for law enforcement work. The self-insurance program provides funds for the payment of self-insured deductibles ranging from $50,000 to $750,000 per claim.
- Development of an Enterprise Risk Management program at the City.

The offer supports regulatory requirements for Department of Transportation and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

30.2 Safety & Risk Management: 1.0 FTE - Safety Manager - *Offer Type: Enhancement* - Unfunded

2025 - $129,698

2026 - $131,921

The safety partner program has grown over the last 10 years. Growth has led to the need for a safety manager to oversee the City's safety program and staff. The safety manager role will focus on the following work which will help with direction, alignment and commitment of the current safety team:

Program Management: The six current safety partner positions will report to the Safety Manager. Currently the six partners report to the Senior Manager of SRM. This change will support the needs of the partners and allow for greater focus on developing and fostering a consistent high quality safety program. The manager will develop and oversee a robust onboarding program for new safety partners. The manager will report to the Senior Manager of SRM to create Citywide safety strategies and goals.

Program Growth: The manager will focus on systemization and sustainability of the safety program. This will include developing and promoting work such as safety audits and use of best practices across the City. The safety manager will ensure that best safety practices are reviewed for possible application, and if appropriate, oversee the implementation of those best practices.

Organization wide Work: A manager will ensure that safety policies are updated regularly and that any department-specific safety programs meet SRM's standards. They will oversee and assist with the development and provision of safety trainings to departments. They will oversee committees such as the City Safety & Wellness Committee. They will oversee and help create City wide safety messaging and events.

SRM Support: The addition of a manager role will reduce the number of direct reports to the SRM Senior Manager. This will allow the Senior Manager to dedicate more time to developing safety and risk strategy for the City. The capacity gained from the manager role will allow for more time to work with leadership across the City to create and sustain a robust safety culture.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

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35.1 Purchasing and Procurement Services - *Offer Type: Ongoing* - Funded

2025 - $681,620

2026 - $704,139

Purchasing provides all City departments with procurement support to maximize the value for dollars spent in compliance with Municipal Code and grants. The goal of Purchasing is to provide a centralized source for pricing and quotations, contract negotiations, order placement, vendor contact, dispute resolution and general problem solving.

Procurement collaborates Citywide to develop and manage the selection of suppliers utilizing Requests for Proposals (RFPs), bids and quotes. Purchasing plays an integral role in negotiating pricing and contract terms and provides oversight of supplier performance and dispute resolution. Purchasing is also charged with the responsibility to dispose of surplus City property. Purchasing facilitates and manages all City purchases of services, professional services, construction, software and materials with a cost exceeding $7,500. All orders over $60,000 must be formally competitively bid. Citywide, there are eight Buyers (including the Purchasing Director, but excluding the APRA-funded contract Senior Buyer) and as City activity has increased, this group has supported a significant increase in the number and complexity of competitive purchases.

During the period between 2013 and 2021, the volume of competitive purchases increased approximately 25% with no change in headcount. The volume of competitive processes continues to increase with a total of approximately 180 RFPs and bids per year completed in 2022 and 2023 for an average of 26 competitive processes per Buyer. Purchasing leveraged ARPA funds to support a contracted Senior Buyer beginning in mid 2023 through 2024, however this position is only funded through July 2025.

The community also benefits greatly from Purchasing's execution of purchases utilizing grant funds from the Federal Transportation Administration, Federal Highway Administration, Community Development Block Grants, and American Rescue Plan Act.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

35.2 Accounting and Financial Transaction Services - *Offer Type: Ongoing* - Funded

2025 - $2,281,359

2026 - $2,354,628

This offer funds the ongoing budget for Accounting, Treasury, Payroll, Accounts Payable, Grants Administration and Business Intelligence (18 FTE + $350k Spending). This group is essential for the City to maintain operations and give leadership the data to make decisions to further the City’s objectives.

Accounting and Treasury: Responsible for the oversight of all City funds to stay in compliance with both state and federal rules and regulations. Accounting is responsible for publishing the City’s Annual Comprehensive Financial Report. Treasury is responsible for City cash management, investments and debt issuance. In 2023 Treasury managed over $600M in assets across all funds.

Payroll: Responsible for processing the bi weekly payroll and retirement contributions for the City of Fort Collins, Poudre Fire Authority (PFA), Poudre River Public Library District, and Downtown Development Authority (DDA). In 2023, 2,750 employees were paid each pay period, on average. Payroll also processes a monthly Pension and Council payroll, with an average of 275 former employees and Councilmembers paid.

Accounts Payable (AP): Responsible for processing all payments to vendors and non taxable employee reimbursements. AP handles the payments to vendors for the City, PFA, Library District, and DDA. In 2022 AP processed over 75,000 vouchers for these various entities. The AP group is responsible for year-end

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1099M, 1099NEC forms, and e filing to the IRS.

Grants Administration: Overall responsibility for how the City identifies, cultivates, applies for, manages and reports grant funding from federal, state and local agencies.

Business Intelligence: Designs, develops, tests and supports ongoing administration of the Financial Services Information Systems including selection, ongoing maintenance and optimization, troubleshooting, and business process design and improvement of software and hardware. Develops recurring or special reports as requested.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

35.3 Sales Tax Services - *Offer Type: Ongoing* - Funded

2025 - $1,008,451

2026 - $1,039,633

Sales and use taxes are the key source of funding for core government functions like safety, roads, multi-use path infrastructure and parks.

The Sales Tax Department (7 full-time equivalent (FTE)) is responsible for over 50% of City governmental revenue. The department oversees sales and use tax collections, and 15 categories of licenses. This department also conducts sales, use and lodging tax audits, manages a delinquent tax program, and enforces City Code requirements.

In 2023, annual revenue processed by the Sales Tax office was approximately $178M being remitted by approximately 14,000 businesses. Sales and use tax license growth has increased 136% since 1996 while staffing has remained relatively flat (6 to 7 FTEs). The Sales Tax Department has an offer in 2025 for a fourth sales tax audit position.

Below is a list of the 15 categories of licenses the Sales Tax Department manages:

- Sales and use tax
- Lodging
- Liquor occupation tax
- Short term rentals
- Tax exempt organizations
- Outdoor vendors
- Second-hand dealers
- Solid waste collectors
- Solicitor permits
- Places of entertainment
- Special vending events
- Downtown concessionaires
- Movie theaters
- Pawn brokers
- Auctioneers

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This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

35.4 Strategic Financial, Budgeting & Continual Improvement Services - *Offer Type: Ongoing* - Funded

2025 - $1,517,554

2026 - $1,563,048

Funding this offer provides budget for strategic financial programs that help give the City important insight into how to most effectively and efficiently utilize taxpayer and ratepayer dollars. The primary functions are to improve visibility and understanding of critical financial issues, identify potential solutions to those issues, influence and inform decisions, and drive improvements to help achieve the City's financial objectives.

The Strategic Finance portion of this offer drives financial data collection, analysis and reporting, as well as provides dotted line oversight of all Financial Planning & Analysis (FP&A) roles across the City organization. This encompasses recruiting, analysis and tool utilization, mentoring and leadership development. Strategic Finance provides centralized leadership to ensure consistent, high quality fiscal stewardship across all the decentralized finance staff Citywide. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, as well as investment in development opportunities and capital projects.

This offer also includes the City's budget processes, which are intended to resource operational excellence goals and the City's adopted Strategic Plan. Related Citywide financial reporting is part of this offer, which includes coordination of the City's Performance Measurement program as reflected in places like the online Community Dashboard and reporting for ongoing executive performance management of City operations.

Additionally, this offer includes the FC Lean program. This program has demonstrated success in helping work teams improve processes to increase capacity, reduce errors and improve customer satisfaction. FC Lean specifically includes staff training on continual process improvement concepts, as well as hands on project work to address issues, identify root cause and then implement fixes to improve results.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

35.6 City Give Programs and Services - *Offer Type: Ongoing* - Funded

2025 - $172,426

2026 - $173,083

In 2019, the City of Fort Collins launched City Give, a philanthropic initiative that creates an operational structure for charitable giving to the City. This in house approach to philanthropy allows the City to respond to strategic projects and community needs that fall outside the normal City budget priorities but are well positioned for private funding.

Benefits of this offer include the development and stewardship of consistent standards and practices for the City's fundraising activities, a platform for community-driven philanthropic partnerships, and increasing the City's capacity for charitable contributions.

City Give, as an internal resource to all departments and teams, works to:

Improve the current process of City fundraising by establishing and coordinating protocols and tools to ensure effective Citywide fundraising practices, financial

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governance, and donor and community relationship management.
Prioritize efforts with departments based on size, mission, complexity and significance of the fundraising campaigns.
Provide training, support and guidance to both internal staff and external fundraising groups.

Revenue as City Give's performance measure is difficult as the work reflects departments' varied resources for fundraising, philanthropic partnerships that depend on resident leadership, and fundraising campaigns in various stages. Yet, there are large buckets to measure the impact of City Give: overall philanthropic revenue to the City in 2023 was approximately $3M.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

35.11 1.0 FTE Financial Information Systems - *Offer Type: Enhancement* - Unfunded

2025 - $85,791

2026 - $118,108

The application support landscape is changing rapidly, transforming from IT code-driven customizations to cloud-based, business-led configuration and process alignment. FIS must anticipate these shifts in technology, user behavior and business needs and ensure Financial Services is prepared to handle these changes seamlessly. The FTE will enable the FIS team to focus on the ERP Replacement, modernizing the current technology landscape, standardizing financial processes and skillsets and equipping the FIS team with skills that can evolve with time. The FIS team will transform technology into an asset from a maintenance burden, keeping on top of industry trends, software features, driving the analysis platform and standard application use. The additional FTE will enable the FIS team to remain customer focused and provide training and services that benefit the City and its supported IGAs.

As the support landscape changes, reporting and analytics must change with it. Leaders rely on their teams to provide data driven, scalable analysis to support decisions and changes. The current state processes and system reflect data silos where workarounds are prevalent to solve problems. The FTE will enable the FIS team to securely expand and enhance reporting platforms and evolve skillsets, growing the technology into secure models for analysis that are transparent and scalable.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- HPG - 24/7/365 Operational Excellence

35.12 1.0 FTE Sales Tax Audit Manager - *Offer Type: Enhancement* - Funded

2025 - $94,776

2026 - $129,421

This offer proposes to fund a 1.0 FTE sales tax audit manager position in Financial Services. The audit function of the Sales Tax Department is a vital function of a high performing government and an economically vital community (see Offer 35.3). This position would perform a variety of professional financial auditing functions to ensure compliance with the City's sales and use tax ordinances and policies. Along with conducting audits, this position would make strategic decisions for the planning, organization and management of the City's three sales tax auditors.

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In 2023, annual revenue processed by the Sales Tax Department was approximately $178M remitted by approximately 14,000 businesses. Sales and use tax license growth has increased 136% since 1996 while department staffing has remained relatively flat (6 to 7 FTEs). Until late 2018, the Sales Tax Department had a budgeted staff of 3.0 FTE sales tax auditors. In late 2018, the department had an open sales tax auditor position that was not filled due to budget constraints across the City. In 2022, the Sales Tax Department was once again at the staffing level of 3.0 budgeted FTE sales tax auditors.

Not only does the audit section conduct audits, but the team also provides a high level of business customer support with taxpayer education along with refunds and construction project cost reports. In addition, compliance and business customer support from the recent marketplace and economic nexus ordinances will continue to be needed from the audit team. Due to workload constraints, the City also works with third party auditors to support audit work.

10 year annual audit revenue totaled approximately $1.2M per year, averaging $470k annually per sales tax auditor. Due to a lean audit staff, the City is missing opportunities to collect tax due to the City. With the addition of a third auditor in 2022, the 2023 audit revenue averaged $2M per year, increasing revenue per auditor to $660k annually.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

35.13 1.0 FTE Purchasing Manager - Utilities - *Offer Type: Enhancement* - Funded

2025 - $96,876

2026 - $130,021

The Utilities Purchasing Manager position was approved as part of a 2022 BFO enhancement offer. The new position was filled in July 2022. The individual hired for this position subsequently resigned in February 2023. During this individual’s short tenure, the benefits of this position were proven. However, this experience reinforced the challenges of the position and requirement for the role to be filled by a highly qualified individual with proven management experience.

Recruitment for a qualified individual for the Purchasing Manager position proved challenging and during the protracted recruiting process, Purchasing’s level of service was degraded due to the volume and pace of work necessary to support Utilities. In early October 2023, City executives approved repurposing the position of Utilities Purchasing Manager to a Senior Buyer with the understanding that a new offer would be proposed to reinstate the Utilities Purchasing Manager as part of the 2025/2026 BFO.

The volume and complexity of work supporting Utilities continues to grow. In 2023, Utilities expenditures managed by Purchasing, excluding PRPA and Connexion, represented approximately 36% of the total dollar volume supported by Purchasing. During the same period Purchasing supported Utilities by managing approximately 76 bids and RFPs for an average of 38 per buyer. This volume of competitive processes is much higher than the goal of 20 per buyer. The volume of bids and RFPs in Utilities accounted for 41% of the total volume supported by Purchasing.

Creating this management position will also provide an expanded career ladder for Purchasing staff and reduce staffing risk by enhancing the succession plan to provide a potential future candidate for the role of Purchasing Director.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

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35.15 Finance Administration: 0.5 FTE Grant Accountant - *Offer Type: Enhancement* - Funded

2025 - $43,784

2026 - $59,096

The City receives over $29 million in grants each year and must apply relevant regulations and accounting standards to ensure awarding agency requirements and award specific deliverables are met. Grants are an important source of revenue for the City but come with substantial accounting, reporting and compliance requirements that must be met to maintain the City's good standing with awarding entities.

The grants accountant is responsible for oversight of accounting set ups for grants, for supporting finance related grant deliverables and outcomes with awardees, ensuring timely and accurate financial reporting and reimbursements, and responding to ad hoc questions. The grants accountant supports required subrecipient monitoring, establishes and manages a centralized document repository for grants, and may provide training as needed to City staff. They also establish grants accounting processes and procedures, review grant compliance, prepare the Schedule of Expenditures of Federal Awards (SEFA), and assist with the annual audit and federal single audit.

Currently these duties are performed on an ad hoc basis by various finance and department personnel. Funding this position supports the City through a centralized process in managing grants on the post award side, ensuring consistency in City processes over required reporting, reimbursements and monitoring subaward agreements. This position provides compliance and accounting expertise to departments managing grants. Financial oversight of each department's grant awards prevents costly errors and improves the City's performance on audits, thus improving the chances of receiving future awards.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

35.16 1.0 FTE Cultural Services Fundraising - *Offer Type: Enhancement* - Funded

2025 - $76,680

2026 - $102,009

Fundraising can bring people together for valuable causes and lead to positive change. Fundraising builds valuable ongoing relationships, expands our reach, and generates invaluable support for our mission and services. Yet, fundraising requires strategy, stewardship, trained professional skillset, and staffing. City staff are passionate content experts but not trained fundraisers.

National fundraising data projects that for every $1 dollar raised, an investment of .20 is needed to ensure fundraising success. Yet, the potential return on investment for fundraising is an exciting "self-paying" revenue stream. Future Cultural Services fundraising opportunities include the Cultural Community Program, a children's garden renovation at the Gardens on Spring Creek, expanded access and programming across the department, and much more.

The City has strategic objectives, departments, one-time projects and Council priorities well-positioned for private funding. However, currently Cultural Services lacks the staffing and resources to pursue philanthropic revenue.

Even community-led projects are an exciting engagement and funding opportunity for Cultural Services. But friends groups and volunteer fundraisers also require stewardship to ensure fundraising efforts align within City plans, process, and priorities.

This offer funds a full-time Cultural Services fundraising position to:

- Work alongside the Cultural Services Director and City Give Director to prioritize, strategize, and strengthen projects ripe for community giving.
- Develop, execute and manage fundraising initiatives.

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- Support community-led fundraising campaigns.
- Research, prospect, cultivate, and maintain relationships with donors, residents, and volunteers as well as coordinating fundraising activities.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

41.1 Sustainability Services Administration - *Offer Type: Ongoing* - Funded

2025 - $762,236

2026 - $785,285

Sustainability Services leadership and support staff direct the work of three departments: Economic Health, Environmental Services, and Social Sustainability. Collectively, the area is responsible for guiding work on several goals:

80% Greenhouse gas reduction from 2005 baseline by 2030 and carbon neutrality by 2050.
Provide 100% renewable electricity by 2030.
Achieve zero waste, or 100% landfill diversion by 2030.
Obtain and maintain 10% of housing stock as deed restricted affordable (<80% of Area Median Income) by 2040.
Support the organization through leading by example.
Pursue a coordinated and intentional economic strategy to: (a) increase business owner representation, (b) increase business survivability, (c) add new jobs in targeted sectors (life science and climate technology), and (d) increase representation in the same sectors.

Staff leads/facilitates internally and externally by:
Bringing voice to the community's concerns, interests and needs (businesses, residents, unhoused, underrepresented, all life).
Bringing people, programs, strategies and policies together around hard choices.
Building shared leadership (internally/externally) through relationships, partnerships and community capacity.
Focusing on systems orientation/integration because the organization cannot achieve the community's goals working alone.
Asking "why" to facilitate change, disruption, early adoption and critical testing.

This offer:
Leads the service area focusing on integration, operational efficiency/effectiveness and leadership growth. Success depends on staff and their ability to deliver holistic solutions.
Leads/supports the City's work on six of eleven Council priorities; convenes cross functional executive teams to create strategic alignment and ensure progress occurs in the Council term.
Leads the development and maintenance of performance metrics, data collection and analysis to fuel storytelling about the progress on multiple goals.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

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48.1 City Council - *Offer Type: Ongoing* - Funded

2025 - $600,292

2026 - $633,035

The Councilmembers and Mayor work to conduct business in accordance with the City Charter and Municipal Code and ensure a well-managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of formal and informal activities. In addition to preparing for and conducting ongoing weekly Council meetings and work sessions, Councilmembers represent City interests on numerous committees and boards, act as liaisons to City Boards and Commissions, and represent the City's interests at a variety of events, gatherings and at the state and federal levels. As active Councilmembers they also conduct regular Listening Sessions where they engage with constituents.

The City Council participates in and benefits from professional development, networking and speaking opportunities, both locally and nationally. Major conferences for Council include the National League of Cities, which occurs twice a year, and the Colorado Municipal League, which occurs annually.

Primary duties of the City Council include:
- Providing guidance and direction for the administration of all City services and ensuring the City is delivering results that the community wants at a price it is willing to pay
- Analyzing and enacting policies
- Adopting the City budget
- Acting as the hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
- Authorizing the issuance of bonds and other debt financing mechanisms
- Engaging community members in a variety of ways on numerous issues
- Collaborating and partnering with organizations throughout the region, the nation and internationally

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

48.2 City Manager's Office - Executive and Administrative - *Offer Type: Ongoing* - Funded

2025 - $2,112,048

2026 - $2,174,236

This offer includes executive management personnel, administrative support, a financial analyst and the Graduate Management Assistant fellowship.

The City Manager’s Office executive management team and administrative support team serve as liaisons among the City Council, residents and City staff for requests and activities in which the City is engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan to ensure the City organization is providing expected levels of service to the community.

The Deputy City Manager oversees multiple Service Area Directors and provides strategic leadership for major operational functions in addition to providing policy and Council support to the City Manager. One Assistant City Manager oversees the Information & Employee Services directors and the Performance Excellence initiatives. The other Assistant City Manager provides leadership to the City Clerk’s Office and the Equity & Inclusion Office while providing direct support for Council requests and logistics.

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Administrative staff provide support for the Mayor, six Councilmembers and senior executives. Support includes coordinating City Council materials, calendaring and travel arrangements, coordinating service requests, and daily front-desk staffing for customer contacts and meetings.

The Graduate Management Assistant (GMA) program attracts and develops talented individuals with an interest in a local government management career. This program has a long track record of success with previous GMAs now serving in local government roles both within the City of Fort Collins and nationally. While with the City, the GMA assists with and manages a variety of projects across the organization.

The Financial Analyst provides financial analysis and budget support for five departments across the City including the City Clerk's Office, Municipal Court and City Attorney's Office.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

48.3 City Manager's Office - Policy, Legislative, and Performance Excellence Divisions - *Offer Type: Ongoing* - Funded

2025 - $519,417

2026 - $535,227

This offer includes Policy & Performance Excellence staff comprised of three project managers.

The Policy & Project Managers support a variety of policy projects and the Legislative Program. Projects are often Citywide initiatives or Council priorities. In recent years, work related to Council priorities has included tracking and reporting, occupancy revisions, Land Use Code updates, and supporting regional partnerships.

The Legislative Program has been instrumental in assisting Council in their desire to influence policy at both the state and national levels and these team members provide primary staffing for the Legislative Review Committee in addition to coordinating efforts with other elected officials. This tracking and lobbying is important as a Home Rule city to avoid one-size fits all solutions and unfunded mandates, which can add costs to services that residents did not have an opportunity to engage in or support.

The Performance Excellence Program uses continuous improvement processes and focuses teams to build organizational capacity. Ongoing projects include customer experience initiatives, employee engagement and recognition oversight, strategic planning process coordination, and leadership growth and development.

The services and outcomes provided in this offer support high quality and efficient resident services and a workforce that is engaged and committed to the organization's mission, vision and values.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

48.5 Equity & Inclusion Office - *Offer Type: Ongoing* - Funded

2025 - $648,522

2026 - $667,738

The Equity Office centralizes diversity, equity, inclusion and accessibility efforts and provides an opportunity for deeper partnership with Service Areas. Efforts focus on revising and deploying programs, outreach and education approaches that embed equity throughout project lifecycles. These efforts are guided by the

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Equity Plan goals of 1) Commitment & common language in the workplace 2) Inclusive & equitable Engagement 3) Data Accountability. Funding sought through this offer will support value-added resources and opportunities for inclusive engagement and partnership with diverse community groups. It will also allow the City to be responsive and support what community groups have identified as key needs and disparities to overcome. Funds will bolster services that build community trust in local government, celebrate identity and cultural diversity, foster partnerships with City staff, and identify and remove barriers so historically underserved groups can access and participate fully in City programming.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- HPG - 24/7/365 Operational Excellence

48.6 City Manager's Office - Comprehensive Community, Business, and Employee Feedback Management System - *Offer Type: Enhancement* - Funded

2025 - $67,000

2026 - $55,000

This offer allows us to collect data, analyze it deeply with powerful analytics tools, uncover insights, and convert them into actionable recommendations to improve customer experience and employee engagement. The City is seeking an employee engagement survey tool and process. From 2017 to 2020, the City contracted with an outside vendor to administer the survey. This outside administration process was suspended in 2020, and an in house survey process was created in order to save costs. Multiple status check surveys were conducted over the past four years. These surveys were custom built and provided limited reports and analytics with no benchmarks or comparisons. The City is currently conducting an RFP to find a survey product that will allow the organization to retain the usefulness of the Blessing White Core 34 Survey from prior years, while providing an improved, agile and real time system to measure engagement moving forward.

Utilizing a standardized mechanism from an external supplier promotes anonymity and fosters trust in the survey process. Moreover, a professionally administered survey yields superior reporting, empowering leaders to gain deeper insights into employee engagement and morale within their departments, thus enabling actionable strategies.

The City will conduct the RFP process and will seek a firm that can conduct project management services for an employee engagement/satisfaction survey, including survey distribution, results data analytics and assessment, reporting functionality, comparison data/benchmarking and action planning. The awarded professional will work with the Executive Team, project leads, and City departments/Service Areas to review an assessment of results. The City has been conducting employee engagement and satisfaction surveys for almost 20 years and is seeking an update to a format that is quicker, more user-friendly and provides actionable data.

This Offer supports the following Strategic Objectives:

- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

48.7 1.0 FTE Equity & Inclusion Public Engagement Specialist - *Offer Type: Enhancement* - Unfunded

2025 - $145,088

2026 - $208,839

The City of Fort Collins aims to improve collaboration and build trust with community groups from all backgrounds and identities. The Equity & Inclusion Office (EIO) prioritizes building trust between City government, organizations and communities to create pathways toward authentic collaboration and mutually

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beneficial goals. This work deserves dedicated resources to initiate and maintain partnerships long term and help the City meaningfully contribute to community led initiatives. The EIO has connected with numerous historically excluded community groups, agencies and non profits to learn about lived/living experience and barriers they encounter. This FTE will further develop the outreach capacity of the EIO by working closely with community agency and institutional partners, hosting culturally meaningful focus groups, creating multicultural community connectors groups with disproportionately affected populations, representing the City at events, contributing to planning committees, supporting community led initiatives, and providing learning opportunities for staff to increase culturally and linguistically appropriate accessible, inclusive and equitable engagement. This FTE will work with City departments to identify and address barriers and explore root causes so programs and services can adjust to provide equitable outcomes for underserved groups. Funding this offer has ties to several Council Priorities and will advance two specifically: 1) improve human and social health for vulnerable populations by increasing access to City programs and services and 2) make government more accessible, approachable and fun. Progress can be made toward these goals by having the City co create culturally enriching events where Council and City staff can connect with community groups in their cultural or geographic context. 2025 will mark the fourth year of the Equity & Inclusion Office and a greater understanding of the needs of the organization and community.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

48.10 City Manager's Office - Customer Experience - *Offer Type: 1-Time Enhancement* - Funded

2025 - $100,000

2026 - $100,000

The primary objective is to foster a customer centric culture, empowering employees across all levels to actively enhance the customer experience within their respective areas of service. To achieve this, the City will implement clearly articulated expectations and streamlined processes, equipping employees with the necessary tools for successful customer interactions. Furthermore, the City will establish mechanisms for building business cases to drive the implementation of customer experience improvements with a foundational emphasis on diversity, equity and inclusion of all community members. This will be achieved through intentional customer listening, establishing success metrics and applying standardization or customization as dictated by specific needs. ELT and the CX Steering Committee prioritized the 18 CX priorities, including two that are underway in 2024 (1.3 Define CX Metrics and 3.2 Conduct Customer Journey Mapping).

For 2025, there is a focus on:

- 1.1 Develop a CX Center of Excellence: responsible for driving CX initiatives, advising and driving customer centricity within the organization, growing CX capabilities, representing standardized methodologies and metrics as defined in the CX Strategy, and internally consulting teams/departments through execution of CX practices (e.g., Voice of Customer [VoC], Customer Journey Mapping).
- 4.2 Create a Frontline Staff Decision Tree to Route Customers Effectively: develop a decision tree for frontline employees to determine how best to direct customers depending on the issue they are experiencing.

Proposed for 2026 is:

- 3.1 Cultivate a Voice of the Customer (VoC) Program: establish an ongoing and actionable customer listening program to inform and measure ongoing improvements to customers' experiences that impact City goals and business outcomes.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

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49.1 General Legal Services - *Offer Type: Ongoing* - Funded

2025 - $3,296,046

2026 - $3,389,571

This offer funds the operation of the City Attorney's Office (CAO) to maintain the minimum level and quality of service necessary to adequately support the basic legal needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast-paced and rapidly changing environment and requires extensive research, writing, negotiation, creativity and a thorough understanding of the City's priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs for its policies, programs and operations. Each year, the CAO researches, develops and writes hundreds of City Code changes, ordinances and resolutions for consideration by City staff and the City Council. The array of other legal documents prepared and reviewed by the CAO is vast and requires significant expertise and attention to detail and to the interests of the City.

Third, the CAO represents the City in all legal proceedings. This includes overseeing dozens of civil actions and other types of proceedings. It also includes a heavy caseload in Municipal Court to enforce criminal and civil violations enforcement of the City Code (see Offer 50.1).

Finally, the attorneys of the CAO attend all meetings of the City Council, and the meetings of a wide variety of Council committees, City boards and commissions, and other City bodies.

These responsibilities call for a workforce with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that City Council priorities and City strategic objectives are advanced. The cost of CAO operations compares favorably to both the cost of legal offices of other peer cities along the Front Range and the cost of outside legal counsel.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

49.2 1.0 FTE Senior Assistant City Attorney - *Offer Type: Enhancement* - Funded

2025 - $151,119

2026 - $189,464

The City Attorney's Office (CAO) is charged with advising, representing and providing legal services to officers and employees of the City in the course of their roles and responsibilities. The work of the City organization and related legal issues calls for a legal team with extensive experience and diverse skills that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to the organization.

The volume of legal work and demand for legal services provided by the Internal & Community Services Section of CAO (ICS) to support the City's internal services departments has recently and over time substantially increased and will continue to increase. ICS provides legal services to Purchasing, Real Estate, the City Clerk's Office, Information Technology, Finance, Human Resources, and on Airport matters, among others.

The CAO resources required to support these functions within the City organization have steadily increased over the years. For example, the number of attorney hours to support Purchasing and to support Airport matters each tripled from 2018 to 2023. The attorney time to support Real Estate Services (RES) and the City Clerk's Office have roughly doubled in recent few years. The number of attorney hours dedicated to supporting IT increased by nearly eight times in recent

years.

This offer is to address current demand for legal services. The CAO will evaluate the impacts of additional positions that increase work volume for ICS and seek further resources as needed.

The CAO has added capacity in recent years to address specific increases and needs in connection with Utilities, Planning and prosecution. However, the increasing demand for service from internal services departments has not been reviewed or addressed until now. This has resulted in an unsustainable level of demand given the current capacity of the CAO.

This Offer supports the following Strategic Objectives:

- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

49.3 Comcast Franchise Negotiation Process - *Offer Type: 1-Time Enhancement* - Funded

2025 - $45,000

2026 - $0

The City has a non exclusive cable franchise agreement with the local subsidiary of Comcast Corporation effective August 1, 2015, and expiring July 31, 2025. Under federal law a cable operator is entitled to renew a franchise if it has materially complied with the franchise terms, but it must agree to a franchise that meets the cable related needs of the community. Before negotiating the terms of a new franchise with Comcast the City Council may want to undertake a needs assessment to help determine the future cable related needs of the community.

To ensure Comcast is complying with the financial obligations of the Franchise Agreement, a financial audit may be needed. This offer includes funds for an audit and for consultants with the particular expertise needed to navigate the complicated negotiation process. Specifically, this offer includes:

- Community Needs Evaluation: $25,000
- Franchise Fee Audit: $25,000
- Consulting and Project Management Fees: $30,000

Besides the franchise fee, Comcast Cable also charges a small Public, Education and Government (PEG) fee to all subscribers that is passed on to the City. According to FCC regulations, those monies can only be used for capital costs for providing programming. In addition to general franchise collections, an audit would also examine PEG collections.

The City's goal is to reach agreement with Comcast on a new franchise through informal negotiation. If the parties cannot reach agreement that way, the alternative under the federal Cable Act is a more costly and confrontational formal renewal process.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

52.1 City Clerk Administration - *Offer Type: Ongoing* - Funded

2025 - $843,271

2026 - $866,735

Key services funded by this offer include:

- Clerk to Council functions mandated under City Charter and Code, including producing City Council agendas, writing/coordinating proclamations,

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maintaining related planning and management documents (6-month planning calendar, preliminary agendas, etc.), preserving and maintaining legislative and historical documentation (including database maintenance), legal notices, meeting minutes and webpage maintenance.

- Coordinating codification of all ordinances amending the City Code, Land Use Code, and Traffic Code.
- Support for the Council Election Code Committee (scheduling, agendas, minutes, webpage maintenance, research, meeting management). Work of the Committee typically results in the preparation of work session materials for consideration by the Council as a whole, City Code amendments, and Charter amendments to be considered by the Council for submission to the voters of Fort Collins.
- Core Election management: Project management and preparation for a coordinated election with the County performed primarily by the City Clerk and Chief Deputy City Clerk, who are also responsible for other election functions including candidate and campaign finance filings, handling petitions submitted and conducting special elections. (Temporary election workers, overtime related to the election, and direct election expenses are included in Offer 52.2). New Business Analyst I/Elections position is added capacity to the elections program and primarily responsible for campaign finance filings and coordinating the process for campaign finance complaints in conjunction with the City Attorney's Office.
- General services to the staff and the public, including research and information on historical items related to Council actions, Code changes, or legislation relating to a program or service provided by the Clerk's Office; notary services; execution of documents necessary for certain residents to receive benefits from foreign countries.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

52.2 City Clerk's Office - Elections - *Offer Type: Ongoing* - Funded

2025 - $275,000

2026 - $212,776

In November 2022, voters approved a Charter amendment to move regular elections from April of odd numbered years to November of odd numbered years, for the election of a Mayor and Council District representatives. In addition, any number of initiatives or referendums could be generated by the Council or by voters to appear on the ballot.

The November 2025 election will be coordinated with Larimer County and conducted by mail ballot. Costs associated with elections have been rapidly increasing, including for temporary wages and equipment rental, as well as consumable supplies such as paper for ballots and envelopes. Postage costs are also increasing. It is impossible to predict the cost of the regular election. By law, election expenses are shared by all participating entities based on the number of registered voters within an entity's jurisdiction. The offer reflects an estimate based on the cost of the November 2023 election.

This offer does not support any special elections that may be called in 2025 or 2026 as there is no way to predict the possibility of such elections.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

52.3 City Clerk's Office - Boards and Commissions - *Offer Type: Ongoing* - Funded

2025 - $120,428

2026 - $123,864

This program provides a great opportunity for approximately 230 residents to give their time and expertise to help shape the community and to provide feedback and recommendations to City Council on a variety of items that cover all of the City's outcome areas.

This offer supports Council by coordinating the recruitment, interview and appointment processes used to fill board membership. The program also supports staff

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liaisons assigned to the boards and commissions by providing training and guidance related to conducting meetings, open meeting requirements, meeting minutes, work plans and annual reports.

Residents willing to take an active role in the City are an essential part of what makes Fort Collins a great place to live, work and play. In September 2023, Council approved recommendations made by the Ad Hoc Council Committee on Boards and Commissions and included several code changes and resolutions to improve the efficiency and consistency of the board and commission process. Council has been clear in its priority for this program to include a robust community engagement component to attract a diverse applicant pool that includes community members who do not typically express interest in these opportunities. The Council values input from all members of the community and hopes to encourage participation by underserved and underrepresented community members historically left out of conversations affecting Fort Collins, including communities of color, recent immigrants, those for whom English is a second language, and residents from a range of income levels. In order make participation more attractive and feasible, community engagement is also focused on identifying barriers to participation and options for addressing those barriers.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

52.4 City Clerk's Office - Regulatory Licensing - *Offer Type: Ongoing* - Funded

2025 - $232,313

2026 - $238,761

These services enable business owners to obtain licensing for various types of establishments including hotels, restaurants, taverns, lodging and entertainment facilities, brew pubs and entertainment districts on the liquor side, and cannabis medical and retail stores, cultivations and product manufacturing facilities.

Staff provides expert guidance relating to new applications, transfers of ownership, modifications of premises, manager registrations, corporate changes, location changes, special event permits, renewals, etc. Coordination with the Colorado Department of Revenue is a major component as dual licensing (State and City) is required. In addition to licensing, staff participates in actions relating to alleged violation of the law. Both areas of licensing involve significant internal coordination with the City Attorney's Office, Police Services, Sales Tax, Poudre Fire Authority, Building Services, Zoning, and Municipal Court (which acts as the Licensing Authority for both liquor and cannabis).

Staff maintains knowledge of extensive bodies of law and monitors pending and approved legislation for impact on licensing programs and the need for Code changes to conform to state law. When appropriate, staff participates in work groups established by the state in an effort to have influence on the development of proposed legislation and rule-making.

These services add to the economic viability of the community and the City organization. In 2023, these programs generated a combined $319,351 in licensing fees and fines. Cannabis generated $4.4M in local sales tax and share back of state sales tax. Sales tax revenue generated by liquor establishments is harder to define as it is mixed with a variety of retail sales; however, it is estimated to be millions of dollars annually as well.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

52.5 City Clerk's Office - Privacy & Records - *Offer Type: Ongoing* - Funded

2025 - $166,633

2026 - $171,411

Although both privacy and records could easily be two full time positions by themselves, the Privacy and Records management position/program was ultimately

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approved by Council in 2020 and is a combined program charged with designing and managing processes that have both privacy and records considerations to gain efficiencies and compliance across the organization.

Privacy and data are related, but separate concepts.

Privacy responsibilities play a central role as an advocate for both customers and employees, ensuring the City respects privacy and is in compliance with regulations. Privacy is about personally identifiable information, and the privacy officer is responsible for how that information is collected, stored, shared and transmitted, as well as ensuring compliance with a complex set of regulations. This program was created due to these complex regulations, as well as key findings of an external cybersecurity risk assessment, the Baldridge initiative, general legal liability and financial risk associated with the possibility of a privacy breach, and the ethical responsibility to protect the community.

Data and records management help to automate and operationalize data governance workflows and processes to deliver trusted data. With good data management, the City will be more organized and productive. Staff will have an easier time finding, understanding and relaying information. Data management can help the City avoid unnecessary extra costs such as unneeded duplication, and great data management makes it easy for staff to respond quickly to community needs.

Proper privacy and data management also helps ensure that the City's valuable information stays secure and organized, and that it never ends up in the wrong hands.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence

59.2 Urban Forest Management - Tree Infrastructure Replacement - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $221,884

2026 - $227,900

On average, Forestry removes over 600 trees per year due to poor health and these are mostly young trees. This offer provides for the replacement of 514 trees per year, as well as the aftercare and maintenance for the first two years after replacement. Due to this tree replacement gap, Forestry now has over 3,300 vacant sites that have not been replaced. An enhancement offer (73.1) will be submitted to try to close this gap over the next 10 years.

Tree replacement is an essential service provided to the community and has strong and positive social, health and environmental impacts on current and future generations, including underrepresented and underserved populations within the community.

Management and services associated with the tree infrastructure replacement program include but are not limited to:

Planting and managing replacement trees on City property
Species diversification to create a more resilient urban forest
Utilizing hourly employees to tank water, mulch and remove stakes of newly planted trees for the first two years that they are in the ground
Coordinating internal services (i.e., pot holing, stump grinding) with external contract management
Contract planting management
Responding to customer requests for tree replacement, aftercare and maintenance
Educating community members on the importance of tree aftercare, species diversity and canopy cover
Maintaining an inventory of all newly planted City property trees

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Ensuring the right tree is planted in the right place, i.e., placing trees among other public infrastructure and utilities without creating short- or long-term issues

Tree replacement is critical to sustain or increase urban canopy cover throughout the community's built environment. It is also essential for maintaining and creating a resilient, healthy and continuous urban forest. Replacing every tree removed will help maximize the social, environmental and economic benefits that the urban forest provides.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

59.11 Urban Forest Management - *Offer Type: Ongoing* - Funded

2025 - $3,111,735

2026 - $3,202,447

The offer funds maintenance for more than 59,000 trees on developed City property, as well as some services that impact private property trees. Two thirds of the Fort Collins municipal urban forest are located on City right of way along the edge of streets and in medians. The remaining trees are in parks, golf courses, cemeteries, recreational and cultural facilities, detention areas and other City properties. The appraised value of the municipal urban forest is more than $131 million and the total yearly ecological benefit is over $6.27 million. The care, maintenance and perpetuation of City property trees provide a safe, healthy and environmentally beneficial municipal urban forest for all.

Urban Forest Management Services:
• Implement tree pruning, removal and protection that improve public safety and enhance tree health, human health and environmental benefits
• Ensure development provides tree protection and mitigation plantings to meet Land Use Code requirements
• Enforce the Vegetation Ordinance by licensing commercial tree companies, issuing City tree work permits, issuing notices for trees threatening public areas or that are infested with an epidemic insect or disease
•
• Review development plans to protect, preserve and mitigate trees per the Land Use Code and Larimer County Urban Streetscape Standard
• Develop and implement community wide management plans and strategies for epidemic insects, such as the Emerald Ash Borer, and diseases
• Community Canopy Program trees for private property
• Upcycle, repurpose and oversee mulch distribution programs; the program is zero waste on urban wood materials
• Lead urban forest storm damage response
• Maintain an inventory of trees on City owned property
• Engage Urban Forest Ambassador volunteers
• Tree infrastructure replacement and aftercare
• Continuous education and outreach
• Arbor Day celebrations with PSD and CSU

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This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- SAFE - 24/7/365 Operational Excellence

59.14 3.0 FTE - 1.0 Forestry Crew Chief and 2.0 Technician II - *Offer Type: Enhancement* - Unfunded

2025 - $204,085

2026 - $273,234

The urban forest continues to grow both in size and number. Each year the Forestry Division inherits an additional 1,500 2,000 new street trees through new development and strives to replace trees when they are removed. In order to provide a steady and sustainable level of service, it has been identified that Forestry needs an additional 3.0 FTEs to support Forestry Operations. Forestry has been unable to steadily meet the five year pruning rotation as existing staff are pulled in so many directions. Adding 3.0 FTEs will alleviate pressures on the pruning operations and assist with catching up on tree replacements (Offers 59.2 and 73.1).

Services associated with urban forest management include:
Pruning and removing trees
Planting and managing replacement trees on City property
Living Tribute Tree Program
Coordinating internal services with external contract management
Responding to customer requests for tree replacement, aftercare and maintenance
Educating community members on tree benefits and resources available
Coordinating, collaborating with and assisting other departments and external entities
Direct support of the tree care industry and continuing to lead on best management practices and foster relationships to build others up to the expected industry standard
Wood recycling and mulch program

Fort Collins is a leader in municipal urban forestry in the state of Colorado, regionally, and is always looking to learn and improve from others. This exceptional level of service is essential for maintaining and creating a resilient, healthy and perpetual urban forest. Sustaining and increasing canopy cover within the built environment will help maximize the social, human health, economic and environmental benefits that trees provide to all.

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- NCV - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

59.15 Forestry Equipment - *Offer Type: 1-Time Enhancement* - Unfunded

2025 - $425,000

2026 - $450,000

In conjunction with Enhancement Offer 59.14 (3.0 FTEs), funding the one time purchase of a small bucket truck, a grapple, a chip truck and grapple chipper will

HIGH PERFORMING GOVERNMENT

further support pruning and planting efforts, among other urban forest management operations in the Forestry Division. The Division is behind on metrics of properly maintaining and growing the urban forest as outlined in the draft Urban Forest Strategic Plan. Adding the additional crew and equipment will improve the efforts in maintaining a safe and resilient public urban forest, and the team will respond even more effectively during storm events and spring and fall planting seasons. Other benefits of purchasing the grapple chipper and chip truck are improving employee safety and reducing the number of trips for staff to haul materials to the wood lot. Staff have sustained multiple injuries from dragging and chipping brush/branches; adding a grapple chipper will reduce or omit these issues, especially on large pruning projects where a lot of material is produced.

The Emerald Ash Borer (EAB) was detected in May of 2020, though staff believe that it was in the community for a few years prior to that. Year 6 of EAB existing in a community is when trees really start to die and become very brittle, very fast. Funding this equipment will create a safer scenario for Forestry employees, as well as the community members living, working or playing amongst vulnerable ash trees.

Purchasing equipment is a challenge in and of itself and takes much longer than it used to. There is a current 18 month production line wait on bucket trucks alone. Deferring this funding further compounds the needs and efficacy of the Forestry Division efforts and maintenance of the urban forest.

This Offer supports the following Strategic Objectives:

- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- SAFE - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

75.1 Community Services - Youth Advisory Board - *Offer Type: Enhancement* - Funded

2025 - $30,000

2026 - $30,000

The Youth Advisory Board (YAB) struggled with participation issues prior to the COVID-19 pandemic. The pandemic exacerbated this problem, causing the board to stop meeting due to a lack of members. In 2023, staff, with support from the City Council, worked to change the YAB's policies and procedures and focused on recruitment, aiming to relaunch the board in the Spring of 2024. As of May 2024, the YAB has a full board of 12 members representing schools across the community.

As part of the recruitment and changes, staff will take the YAB to Washington, D.C. each year alongside the City Council to learn from and engage with other youth and leaders at the National League of Cities. The YAB will also work on an annual project to present to the City Council, offering an issue that affects youth and a solution for consideration.

Over the past year, significant effort has gone into reimagining the Youth Advisory Board and its value to the future of Fort Collins, including aligning with how other successful youth boards are run in Colorado. Investing in youth today prepares them to become informed and active community members tomorrow, contributing to the City's long term sustainability. Funding this initiative encourages young people to participate in civic processes, fostering a sense of responsibility and connection to their community.

This Offer supports the following Strategic Objectives:

- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

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Culture & Recreation

Fort Collins provides and maximizes access to diverse cultural and recreational amenities.

- **Recreation**
- **Parks**
- **Cultural Facilities**
- **Golf**

Overview

The Culture & Recreation Outcome includes programs such as Parks, Recreation, Cultural Services, Natural Areas, Trails and Memorial Parks, which are essential elements that distinguish Fort Collins from other communities and enhance our quality of life. The strategic objectives for Culture & Recreation, as outlined in the 2024 Strategic Plan, are as follows:

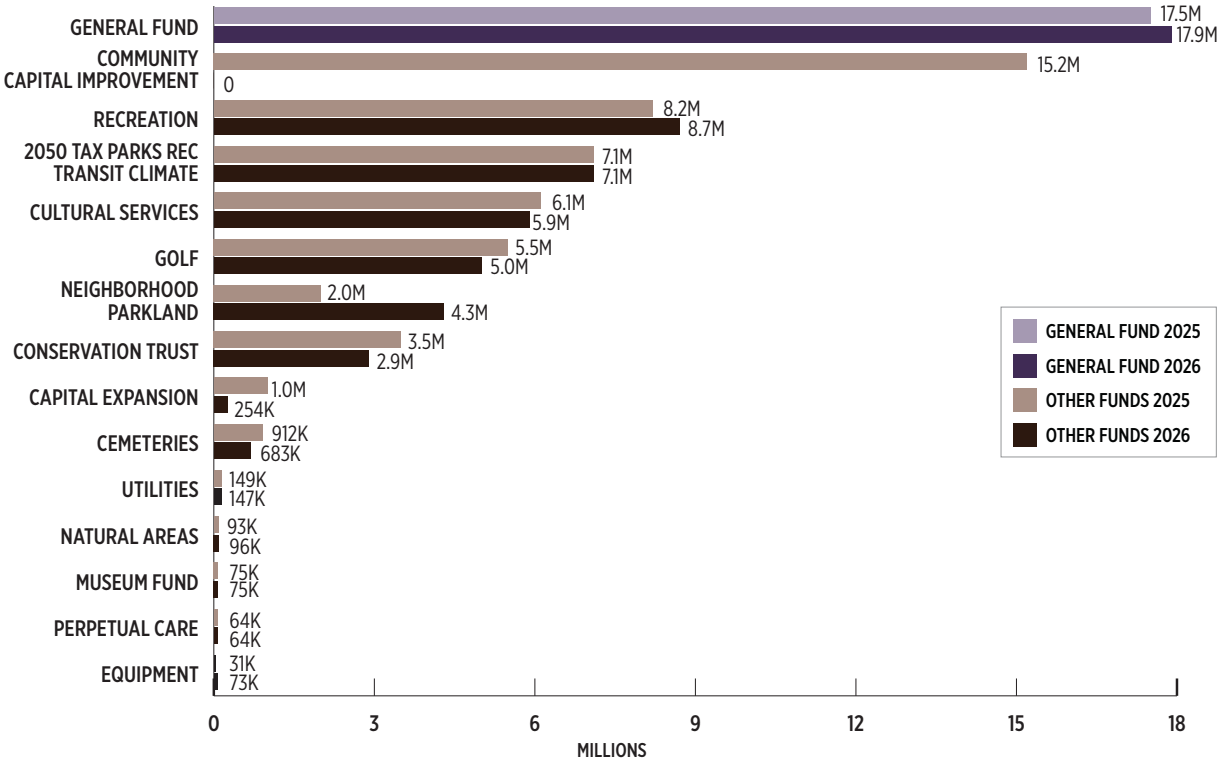
C&R 24/7/365 Operational Excellence

C&R 1 Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community.

C&R 2 Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

2025 GENERAL FUND & OTHER FUNDS – $67.5M

2026 GENERAL FUND & OTHER FUNDS – $53.2M



Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat Obj.	2025	2026
26.12	Gardens on Spring Creek Expanded Programs	C&R 1	$170,337	$175,309
26.14	1.0 Contractual FTE - Cultural Community Programs - formerly ARPA-funded	C&R 1	$228,808	$252,457
26.15	Audio Upgrades at The Lincoln Center	C&R 1	$158,224	$0
26.16	Access Funds for Low-Income Community Residents - formerly ARPA funded	C&R 1	$75,000	$75,000
26.18	Lincoln Center Performance Artists Fees	C&R 1	$170,508	$147,271
46.5	Recreation: 3.0 FTE Universal Preschool	C&R 1	$226,672	$244,707
46.7	Recreation Project Planning and Design	C&R	$100,000	$100,000
46.8	Recreation: 1.0 FTE Behavioral Support Specialist	C&R 1	$75,778	$102,396
46.9	Recreation: Fitness Equipment Replacement	C&R 2	$200,000	$200,000
46.10	Recreation: Southeast Community Center	C&R 1	$15,201,000	$0
46.12	Recreation Contractual Agreements	C&R 1	$217,388	$287,339
54.8	Parks - 4.0 FTE Operational Resources for Recent Park and Trail Expansions	C&R	$225,472	$423,226
54.11	Parks - 3.0 FTE - Parks and Recreation Expanded Infrastructure Replacement Program Operations	C&R 2	$185,376	$354,379
54.12	Parks and Recreation Infrastructure Replacement Projects	C&R 2	$5,768,750	$5,787,968
57.2	Memorial Parks Equipment Replacement	C&R 2	$195,000	$0
57.3	Memorial Parks Infrastructure Replacement	C&R 2	$110,000	$60,000
58.6	Golf Facility Assets	C&R 2	$929,180	$285,540
60.1	Recreational Trail Development	C&R 2	$3,069,791	$2,478,459
60.2	Neighborhood Park Development	C&R 2	$2,112,307	$4,463,841
60.3	Community Park Development	C&R 2	$1,049,886	$253,819
76.2	Operation Services - Design for EPIC Ice Chiller	C&R 2	$400,000	$0
		TOTAL	**$30,869,477**	**$15,654,711**

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but were not included in Ongoing Offers*

CULTURE AND RECREATION - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	13.1 - Utilities: Art in Public Places Offer Type: Ongoing	149,400	0	0	125,400 *Light & Power* *Water* *Wastewater* *Stormwater*	24,000 *Stormwater*
Not Ranked	26.1 - Gardens on Spring Creek Offer Type: Ongoing	2,845,505	0	1,145,305	1,500,200 *Cultural Services*	200,000 *Cultural Services*
Not Ranked	26.2 - Lincoln Center Offer Type: Ongoing	4,343,598	0	1,012,203	3,331,395 *Cultural Services*	0
Not Ranked	26.3 - Museum of Discovery Offer Type: Ongoing	1,261,651	0	1,187,008	74,643 *Museum*	0
Not Ranked	26.4 - Art in Public Places Administration Offer Type: Ongoing	219,105	0	0	116,218 *Cultural Services*	102,887 *Cultural Services*
Not Ranked	26.5 - Art in Public Places Artwork Offer Type: Ongoing	255,514	0	0	255,514 *Cultural Services*	0 *Cultural Services*
Not Ranked	26.6 - Fort Fund Offer Type: Ongoing	589,245	589,245 *Lodging Taxes*	0	0	0
Not Ranked	26.9 - Community Center for Creativity Offer Type: Ongoing	290,054	0	223,354	66,700 *Cultural Services*	0
Not Ranked	26.11 - Culture Services Administration Offer Type: Ongoing	342,161	0	342,161	0	0
Not Ranked	46.1 - Recreation: Ice & Aquatics Offer Type: Ongoing	2,884,326	0	523,500	2,356,826 *Recreation*	4,000 *Recreation*
Not Ranked	46.2 - Recreation Activities and Programs Offer Type: Ongoing	5,639,182	0	900,912	4,659,240 *Recreation*	79,030 *Recreation*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

CULTURE AND RECREATION - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	46.3 - Recreation Administration, Marketing and Communication	1,214,707	0	996,742	202,449	15,516
	Offer Type: Ongoing				*Recreation*	*Recreation*
Not Ranked	46.4 - Recreation Facility and Equipment	154,246	0	0	0	154,246
	Offer Type: Asset Management-Ongoing					*Recreation*
Not Ranked	46.6 - Adaptive Recreation and Reduced Fee Scholarships	477,867	0	469,917	0	7,950
	Offer Type: Ongoing					*Recreation*
Not Ranked	54.1 - Parks and Facility Grounds Maintenance	7,992,500	260,500	7,732,000	0	0
	Offer Type: Ongoing			*Park Fees*		
Not Ranked	54.2 - Parks - Hard-Surface Trails Maintenance	436,641	36,641	0	0	400,000
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			*Conservation Trust*
Not Ranked	54.13 - Parks and Recreation Infrastructure Replacement Program Operations	460,769	0	0	460,769	0
	Offer Type: Ongoing			*2050 Tax Parks Rec Transit OCF*		
Not Ranked	57.1 - Memorial Parks	914,367	0	243,258	671,109	0
	Offer Type: Ongoing				*Cemeteries Perpetual Care*	
Not Ranked	58.1 - Operations and Maintenance of City Golf Courses	4,550,043	0	0	4,523,751	26,292
	Offer Type: Ongoing				*Golf*	*Golf*
Not Ranked	63.1 - Community Services Administration and Technology Support	788,702	0	664,977	123,725	0
	Offer Type: Ongoing				*Natural Areas Golf*	
Not Ranked	60.9 - Parks Infrastructure Replacement Program	865,619	0	0	225,472	640,147
	Offer Type: Asset Management-Ongoing			*2050 Tax Parks Rec Transit OCF*		*General Fund*

CULTURE AND RECREATION - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
22	60.1 - Recreational Trail Development Offer Type: Capital Project	3,069,791	0	0	2,124,159 *Conservation Trust*	945,632 *Conservation Trust*
23	60.2 - Neighborhood Park Development Offer Type: Capital Project	2,112,307	114,194 *Development Review*	0	1,998,113 *Neighborhood Parkland*	0 *Neighborhood Parkland*
24	60.3 - Community Park Development Offer Type: Capital Project	1,049,886	0	0	1,049,886 *Capital Expansion*	0
25	57.2 - Memorial Parks Equipment Replacement Offer Type: 1-Time Enhancement	195,000	0	0	0	195,000 *Cemeteries*
26	57.3 - Memorial Park Infrastructure Replacement Offer Type: 1-Time Enhancement	110,000	0	0	0	110,000 *Cemeteries*
27	26.12 - Gardens on Spring Creek Expanded Programs Offer Type: Continuing Enhancement	170,337	0	0	170,337 *Cultural Services*	0
28	46.8 - Recreation: 1.0 FTE Behavioral Support Specialist Offer Type: Enhancement	75,778	0	0	75,778 *Recreation*	0
29	26.16 - Access Funds for Low-Income Community Residents - formerly ARPA funded Offer Type: Enhancement	75,000	0	0	0	75,000 *Cultural Services*
30	46.5 - Recreation: 3.0 FTE Universal Preschool Offer Type: Enhancement	226,672	0	1,690	224,982 *Recreation*	0
32	54.11 - Parks - 3.0 FTE - Parks and Recreation Expanded Infrastructure Replacement Program Operations Offer Type: Enhancement	185,376	0	0	185,376 *2050 Tax Parks Rec Transit OCF*	0
33	54.12 - Parks and Recreation Infrastructure Replacement Projects Offer Type: Enhancement	5,768,750	0	0	5,768,750 *2050 Tax Parks Rec Transit OCF*	0

CULTURE AND RECREATION - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
34	54.8 - Parks - 4.0 FTE Operational Resources for Recent Park and Trail Expansions Offer Type: Enhancement	225,472	0	205,422	20,050 *Equipment*	0
35	58.6 - Golf Facility Assets Offer Type: Asset Management-Enhanced	929,180	0	0	11,090 *Equipment*	918,090 *Golf*
36	26.18 - Lincoln Center Performance Artists Fees Offer Type: Enhancement	170,508	0	0	170,508 *Cultural Services*	0
37	46.12 - Recreation Contractual Agreements Offer Type: Continuing Enhancement	217,388	0	0	217,388 *Recreation*	0
38	46.10 - Recreation: Southeast Community Center Offer Type: Capital Project	15,201,000	0	0	0	15,201,000 *Community Capital Improvement*
39	46.9 - Recreation: Fitness Equipment Replacement Offer Type: Asset Management-Enhanced	200,000	0	0	0	200,000 *Recreation*
40	26.15 - Audio Upgrades at The Lincoln Center Offer Type: Asset Management-Enhanced	158,224	0	0	0	158,224 *Cultural Services*
43	46.7 - Recreation Project Planning and Design Offer Type: Enhancement	100,000	0	0	0	100,000 *2050 Tax Parks Rec Transit OCF*
44	26.14 - 1.0 Contractual FTE - Cultural Community Programs - formerly ARPA funded Offer Type: Enhancement	228,808	125,867 *Lodging Taxes*	0	0	102,941 *General Fund*
45	76.2 - Operation Services - Design for EPIC Ice Chiller Offer Type: 1-Time Enhancement	400,000	0	0	0	400,000 *2050 Tax Parks Rec Transit OCF*
	Funded Offers	**67,544,679**	**1,126,447**	**15,648,449**	**30,709,828**	**20,059,955**

CULTURE AND RECREATION - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
41	54.10 - Parks - 0.5 FTE - Horticulture Technician Offer Type: Enhancement	33,367	0	33,367	0	0
42 Staffing	26.13 - 3.0 FTE - Gardens on Spring Creek Horticulture Offer Type: Enhancement	131,238	0	131,238	0	0
	Unfunded Offers	**164,605**	**0**	**164,605**	**0**	**0**
	Total Offers	**67,709,284**	**1,126,447**	**15,813,054**	**30,709,828**	**20,059,955**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

CULTURE AND RECREATION - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	13.1 - Utilities: Art in Public Places Offer Type: Ongoing	146,670	0	0	146,670 *Light & Power* *Water* *Wastewater* *Stormwater*	0 *Stormwater*
Not Ranked	26.1 - Gardens on Spring Creek Offer Type: Ongoing	2,977,849	0	1,206,799	1,621,050 *Cultural Services*	150,000 *Cultural Services*
Not Ranked	26.2 - Lincoln Center Offer Type: Ongoing	4,470,598	0	1,084,950	3,385,648 *Cultural Services*	0
Not Ranked	26.3 - Museum of Discovery Offer Type: Ongoing	1,298,144	0	1,223,538	74,606 *Museum*	0
Not Ranked	26.4 - Art in Public Places Administration Offer Type: Ongoing	199,653	0	0	48,539 *Cultural Services*	151,114 *Cultural Services*
Not Ranked	26.5 - Art in Public Places Artwork Offer Type: Ongoing	57,690	0	0	57,690 *Cultural Services*	0 *Cultural Services*
Not Ranked	26.6 - Fort Fund Offer Type: Ongoing	591,756	591,756 *Lodging Taxes*	0	0	0
Not Ranked	26.9 - Community Center for Creativity Offer Type: Ongoing	299,068	0	229,368	69,700 *Cultural Services*	0
Not Ranked	26.11 - Culture Services Administration Offer Type: Ongoing	352,880	0	352,880	0	0
Not Ranked	46.1 - Recreation: Ice & Aquatics Offer Type: Ongoing	2,963,948	0	518,077	2,441,871 *Recreation*	4,000 *Recreation*
Not Ranked	46.2 - Recreation Activities and Programs Offer Type: Ongoing	5,789,709	0	934,240	4,776,769 *Recreation*	78,700 *Recreation*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

CULTURE AND RECREATION - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	46.3 - Recreation Administration, Marketing and Communication	1,239,628	0	875,164	348,948	15,516
	Offer Type: Ongoing				*Recreation*	*Recreation*
Not Ranked	46.4 - Recreation Facility and Equipment	157,961	0	0	0	157,961
	Offer Type: Asset Management-Ongoing					*Recreation*
Not Ranked	46.6 - Adaptive Recreation and Reduced Fee Scholarships	485,983	0	478,033	0	7,950
	Offer Type: Ongoing					*Recreation*
Not Ranked	54.1 - Parks and Facility Grounds Maintenance	8,213,680	260,500	7,953,180	0	0
	Offer Type: Ongoing			*Park Fees*		
Not Ranked	54.2 - Parks - Hard-Surface Trails Maintenance	449,462	50,097	0	0	399,365
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			*Conservation Trust*
Not Ranked	54.13 - Parks and Recreation Infrastructure Replacement Program Operations	477,941	0	0	477,941	0
	Offer Type: Ongoing			*2050 Tax Parks Rec Transit OCF*		
Not Ranked	57.1 - Memorial Parks	942,635	0	255,312	687,323	0
	Offer Type: Ongoing				*Cemeteries Perpetual Care*	
Not Ranked	58.1 - Operations and Maintenance of City Golf Courses	4,743,237	0	0	4,743,237	0
	Offer Type: Ongoing				*Golf*	*Golf*
Not Ranked	63.1 - Community Services Administration and Technology Support	813,181	0	685,782	127,399	0
	Offer Type: Ongoing				*Natural Areas Golf*	
Not Ranked	60.9 - Parks Infrastructure Replacement Program	868,953	0	85,874	423,226	359,853
	Offer Type: Asset Management-Ongoing			*2050 Tax Parks Rec Transit OCF*		*General Fund*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

CULTURE AND RECREATION - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
22	60.1 - Recreational Trail Development Offer Type: Capital Project	2,478,459	0	0	2,052,709 *Conservation Trust*	425,750 *Conservation Trust*
23	60.2 - Neighborhood Park Development Offer Type: Capital Project	4,463,841	117,912 *Development Review*	0	2,045,929 *Neighborhood Parkland*	2,300,000 *Neighborhood Parkland*
24	60.3 - Community Park Development Offer Type: Capital Project	253,819	0	0	253,819 *Capital Expansion*	0
25	57.2 - Memorial Parks Equipment Replacement Offer Type: 1-Time Enhancement	0	0	0	0	0 *Cemeteries*
26	57.3 - Memorial Park Infrastructure Replacement Offer Type: 1-Time Enhancement	60,000	0	0	0	60,000 *Cemeteries*
27	26.12 - Gardens on Spring Creek Expanded Programs Offer Type: Continuing Enhancement	175,309	0	0	175,309 *Cultural Services*	0
28	46.8 - Recreation: 1.0 FTE Behavioral Support Specialist Offer Type: Enhancement	102,396	0	0	102,396 *Recreation*	0
29	26.16 - Access Funds for Low-Income Community Residents - formerly ARPA funded Offer Type: Enhancement	75,000	0	0	0	75,000 *Cultural Services*
30	46.5 - Recreation: 3.0 FTE Universal Preschool Offer Type: Enhancement	244,707	0	5,934	238,773 *Recreation*	0
32	54.11 - Parks - 3.0 FTE - Parks and Recreation Expanded Infrastructure Replacement Program Operations Offer Type: Enhancement	354,379	0	0 *2050 Tax Parks Rec Transit OCF*	354,379	0
33	54.12 - Parks and Recreation Infrastructure Replacement Projects Offer Type: Enhancement	5,787,968	0	0 *2050 Tax Parks Rec Transit OCF*	5,787,968	0

CULTURE AND RECREATION - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
34	54.8 - Parks - 4.0 FTE Operational Resources for Recent Park and Trail Expansions Offer Type: Enhancement	423,226	0	383,128	40,098 *Equipment*	0
35	58.6 - Golf Facility Assets Offer Type: Asset Management-Enhanced	248,540	0	0	33,270 *Equipment*	215,270 *Golf*
36	26.18 - Lincoln Center Performance Artists Fees Offer Type: Enhancement	147,271	0	0	147,271 *Cultural Services*	0
37	46.12 - Recreation Contractual Agreements Offer Type: Continuing Enhancement	287,339	0	0	287,339 *Recreation*	0
38	46.10 - Recreation: Southeast Community Center Offer Type: Capital Project	0	0	0	0	0 *Community Capital Improvement*
39	46.9 - Recreation: Fitness Equipment Replacement Offer Type: Asset Management-Enhanced	200,000	0	0	0	200,000 *Recreation*
40	26.15 - Audio Upgrades at The Lincoln Center Offer Type: Asset Management-Enhanced	0	0	0	0	0 *Cultural Services*
43	46.7 - Recreation Project Planning and Design Offer Type: Enhancement	100,000	0	0	0	100,000 *2050 Tax Parks Rec Transit OCF*
44	26.14 - 1.0 Contractual FTE - Cultural Community Programs - formerly ARPA funded Offer Type: Enhancement	252,457	143,154 *Lodging Taxes*	0	0	109,303 *General Fund*
45	76.2 - Operation Services - Design for EPIC Ice Chiller Offer Type: 1-Time Enhancement	0	0	0	0	0 *2050 Tax Parks Rec Transit OCF*
	Funded Offers	**53,195,337**	**1,163,419**	**16,272,259**	**30,949,877**	**4,809,782**

CULTURE AND RECREATION - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
41	54.10 - Parks - 0.5 FTE - Horticulture Technician Offer Type: Enhancement	44,778	0	44,778	0	0
42 Staffing	26.13 - 3.0 FTE - Gardens on Spring Creek Horticulture Offer Type: Enhancement	219,192	0	219,192	0	0
	Unfunded Offers	**263,970**	**0**	**263,970**	**0**	**0**
	Total Offers	**53,459,307**	**1,163,419**	**16,536,229**	**30,949,877**	**4,809,782**

CULTURE AND RECREATION

13.1 Utilities: Art in Public Places - *Offer Type: Ongoing* - Funded

2025 - $149,400

2026 - $146,670

Funding this offer will allocate 1% of applicable Utilities capital construction budgets for Art in Public Places (APP), complying with City Code.

The APP Transformer Cabinet Mural project is an example of one collaborative effort aimed at graffiti abatement that brings art into the community. The murals not only discourage graffiti and save operational costs required to remove graffiti, but also aim to improve the built environment by adding visible and ubiquitous art to the community. APP projects may also be tied to and represent specific capital projects.

Collaboration between Utilities and Art in Public Places leverages resources, transforms equipment and expands educational outreach into the community.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence

26.1 Gardens on Spring Creek - *Offer Type: Ongoing* - Funded

2025 - $2,845,505

2026 - $2,977,849

The Gardens on Spring Creek is the botanic garden of Northern Colorado with a mission to enrich the lives of people and foster environmental stewardship through horticulture. The 12 acre garden features native and adapted plants that grow in a high desert climate, a vegetable garden that produces thousands of pounds of produce for underserved community members, the Great Lawn and Everitt Pavilion to host events and a North American Butterfly House displaying 40+ species.

The rich, unprogrammed experience of the grounds are augmented by gardening, art, urban homesteading, wellness and cooking classes for thousands of students. The Gardens also hosts several well loved community events including the Spring Plant Sale, Pumpkins on Parade, Garden of Lights and Summer Concert Series. The Gardens formalized its exhibition program with Origami in the Gardens, a traveling exhibit that has been hosted at dozens of public gardens across the country; 2025 will feature Melanie Yazzie, a citizen of the Navajo Nation. Rounding out our offerings, The Gift Shop has developed a reputation for high quality and unique merchandise—people often visit solely to shop.

The Gardens operates in partnership with two nonprofits: The Friends of the Gardens on Spring Creek is the 501(c)3 that provides fundraising and advocacy support. The Butterfly Pavilion is a contractual partner that, for a fee, holds required USDA licenses and manages Butterfly House operations and regulations.

Onsite visitation in 2023 was more than 85,000 guests from all 50 states. The 4th quarter saw visitation at the Gardens up 26% over the 4th quarter 2022, while total visitation was up 16%.

This offer funds the operations of the Gardens on Spring Creek, including $1,400,000 in earned and contributed revenue by The Gardens and The Friends.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

CULTURE AND RECREATION

26.2 Lincoln Center - *Offer Type: Ongoing* - Funded

2025 - $4,343,598

2026 - $4,470,598

The Lincoln Center is one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts and children's programs. It offers high level customer service, high quality visual and performing arts programs, beautiful and useful rental spaces, and enhanced ticketing services. The Lincoln Center works with more than 25 local arts organizations and a range of outside promoters to provide a broad range of activities while growing the creative economy.

The Lincoln Center provides significant benefits to the community through high quality cultural experiences and rental opportunities. The Lincoln Center box office generally averages annual sales of over $3.2 million. In 2023, The Lincoln Center box office sold over $4.5 million in tickets and transactions. The Lincoln Center hosted over 1,000 events with more than 190,000 people attending.

A diverse array of shared cultural experiences is essential to create an exceptional community. The Lincoln Center is, both literally and figuratively, the largest stage in the City for representation. The LC LIVE series is specifically curated to generate visibility for historically marginalized communities. This has, in turn, led to our event rental spaces becoming community gathering spaces for communities who have not felt welcome elsewhere. The Lincoln Center is proud to be the most prolific provider of these experiences to the Northern Colorado community.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.3 Museum of Discovery - *Offer Type: Ongoing* - Funded

2025 - $1,261,651

2026 - $1,298,144

FCMoD is an essential part of Fort Collins' educational ecosystem, is a cultural cornerstone, and is an economic engine for jobs and tax generation. Each year, FCMoD alone sustains 55 employees (City and Nonprofit Partners combined) who generate a $2.3 million payroll; welcomes 100,000+ visitors; and generates $7.7 million in total economic impact. The expenditures of the museum and its visitors support 155 full time jobs in the community (Arts and Economic Prosperity 6 Calculator, Americans for the Arts). FCMoD's public-private partnership between the City Partner (City) and the Nonprofit Partner (NPP) supports financial sustainability, outstanding community service and programmatic innovation. The museum's combined budget is supported through City funding, earned revenue, grants and contributions.

The City supports FCMoD's operations, including personnel and curatorial management. FCMoD's proposed 2025 combined operating budget is $3.97M with preliminary estimated NPP contribution of $2.74M pending Board of Directors approval in 2024 and a City contribution of $1.23M.

Museum staff work with community members and organizations to co create experiences for all ages. Examples of this include hosting The Human Library, Alebrijes, Día de Muertos, the ISTAR Program, and Teen Self Care Fair. FCMoD is committed to providing equitable access to the museum by identifying barriers including ability to pay and language. FCMoD offers discounted or free access to more than 33,000 visitors annually through its scholarship program.

FCMoD grounds its work in community needs and connects its strategies to the City Strategic Plan and FoCo Creates Master Plan. Museum experiences welcome visitors to explore global issues like climate change, mental health and belonging. The informal learning environment is rooted in social learning. That framework, combined with a blended approach to STEM, culture and history creates access points and engagement across interests and identities.

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This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.4 Art in Public Places Administration - *Offer Type: Ongoing* - Funded

2025 - $219,105

2026 - $199,653

APP adds value to the community by encouraging artistic expression and appreciation in Fort Collins through acquiring, exhibiting and maintaining public art. The Council appointed APP Board and project team members select artists to create site-specific artwork and the Board makes recommendations to Council for approval. Upcoming projects include the annual Transformer Cabinet Mural, Neighborhood Transformer Cabinet Mural, Pianos About Town and Pedestrian Paver projects.

APP adds to the City's mix of cultural assets and is free for the community to enjoy without limitations due to race, color, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status, religion, source of income, military status, or disability. The program completed 42 murals plus five additional art projects in 2023, expanding opportunities for artists and artwork for the community to enjoy. In 2023, the program introduced a new community bus art program along with a storm drain mural project. The program engages local youth to create drawings for pedestrian pavers, local artists to paint transformer cabinets and piano murals, and neighborhoods to paint transformer cabinet murals. The APP webpage links to the City's GIS mapping system, sharing locations and information on the art throughout the community. Art projects highlight history, become places for social interaction, promote diverse artistic expression and contribute to Fort Collins' cultural identity, equity and inclusion.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.5 Art in Public Places Artwork - *Offer Type: Ongoing* - Funded

2025 - $255,514

2026 - $57,690

NOTE: Will be populated with Capital Project Funding.

APP adds value to the community by encouraging artistic expression and appreciation in Fort Collins through acquiring, exhibiting and maintaining public art. The Council appointed APP Board and project team members select artists to create site-specific artwork and the Board makes recommendations to Council for approval. Upcoming projects include the annual Transformer Cabinet Mural, Neighborhood Transformer Cabinet Mural, Pianos About Town and Pedestrian Paver projects.

APP adds to the City's mix of cultural assets and is free for the community to enjoy without limitations due to race, color, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status, religion, source of income, military status, or disability. The program completed 42 murals plus five additional art projects in 2023, expanding opportunities for artists and artwork for the community to enjoy. In 2023, the program introduced a new community bus art program along with a storm drain mural project. The program engages local youth to create drawings for pedestrian pavers, local artists to paint transformer cabinets and piano murals, and neighborhoods to paint transformer cabinet murals. The APP webpage links to the City's GIS mapping system, sharing locations and information on the art throughout the community. Art projects highlight history, become places for social interaction, promote diverse artistic expression and contribute to Fort Collins' cultural identity, equity and inclusion.

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This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.6 Fort Fund - *Offer Type: Ongoing* - Funded

2025 - $589,245

2026 - $591,756

The Fort Fund Grant Program supports arts and cultural events that enrich the creative vitality of the community, promote local heritage and diversity, and provide opportunities for arts and cultural participation. The grants help promote Fort Collins as a cultural center and tourist destination and promote the health and well being of all residents and visitors. Annually, The Fort Fund Grant Program supports approximately 50 different arts and culture organizations in the community ranging from The Northern Colorado Intertribal Powwow Association, to The Fort Collins Musicians Association, to The Museum of Art Fort Collins.

Established in 1989, the program distributes lodging tax revenues deposited in the City's Cultural Development and Programming Account and the Tourism Programming Account in accordance with the provisions of Section 25 244 of the City Code for this purpose solely. Local nonprofit organizations may apply to Fort Fund for cultural and/or tourism event support. The Cultural Resources Board is authorized to review grant applications based on approved guidelines and make recommendations for Fort Fund grants to City Council, pursuant to Section 2 203(2) of the City Code.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.9 Community Center for Creativity - *Offer Type: Ongoing* - Funded

2025 - $290,054

2026 - $299,068

The CCC, housed within the 1904 Carnegie library building in Library Park, is one of the very few facilities in the Fort Collins area that offers affordable exhibition, performance and special event space within a repurposed historic venue. An important publicly accessible facility, it is one of the few spaces that local artists and arts organizations can display and sell their work commission free. The CCC is a central location for the monthly First Friday Art Walk and the annual Fort Collins Artist Studio Tour and Sale. Offering rentable spaces at competitive rates, the CCC is an ideal location for community meetings, gatherings and special events. The CCC ongoing offer will support the salaries of the venue's Facility & Events Coordinator (1 FTE) and its hourly employees, who together are responsible for venue operations, facility maintenance and providing frontline customer service.

The CCC closed in early 2020 due to the COVID-19 pandemic. It was decided to keep it closed through 2021 and begin physical updates, including the installation of a new elevator. Additionally, with the passing of the 2015 Community Capital Improvement Program ballot measure, the CCC was scheduled for renovation beginning in 2024. With the building closure already in place due to the pandemic and the elevator construction underway, staff recommended and City Council supported commencing the greater scope of the renovation work starting in 2022 to leverage the current situation and minimize future closure and operational impacts for the CCC.

When the revitalized building opens in the summer of 2024, the future of the CCC is being redefined again, with a goal of positioning it to become a cultural and community hub for another 120 years. It will be a location for a diverse array of artists and cultural nonprofits in Fort Collins to have a distinctive space for exhibitions, performances, meetings, workshops, classes and special events.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

CULTURE AND RECREATION

26.11 Culture Services Administration - *Offer Type: Ongoing* - Funded

2025 - $342,161

2026 - $352,880

Cultural Services Administration provides administrative leadership, strategic alignment and financial support to all Cultural Services areas. The Cultural Services Department is comprised of several divisions: The Lincoln Center, The Gardens on Spring Creek, The Museum of Discovery, The Community Center for Creativity, the Art in Public Places program, and the Fort Fund grant program. These programs and facilities provide significant benefits to the community through high quality cultural experiences and rental opportunities.

Cultural Services Administration leads the administrative and financial operations of all of the cultural facilities and programs. The leadership function is essential to achieving goals, strategies and action items reflected in Cultural Plan as well as Strategic Outcomes in the Cultural & Recreation outcome area.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.12 Gardens on Spring Creek Expanded Programs - *Offer Type: Continuing Enhancement* - Funded

2025 - $170,337

2026 - $175,309

The Gardens' event attendance and revenue has grown significantly since reopening after COVID-19. In 2023, public events hosted 43,499 guests, a 26% growth over 2022. With additional emphasis on business development, we anticipate even more growth in 2024. As a result, additional funding is needed to manage and invest in these events in terms of staffing and supplies.

The Gardens is offering culturally diverse programming with funding from the 2023-2024 continuing enhancement offer, including the first national art exhibit onsite in 2024, entitled "Origami in the Garden," and through curated concert performances of diverse genres and artists in partnership with the Lincoln Center. In addition:
•The Gardens Gift Shop has been a huge success featuring mission-oriented products and many local artisans of diverse backgrounds. By increasing our inventory budget, sales grew 22% in 2023. We are now starting to see visitation solely to shop at The Gardens.
•The Gardens plans to use some generated revenue to increase maintenance for these additions where needed.

As a result of this growth, program revenues are rising in relation to the associated expenditures. Growing programs include membership (increasing the support donated by the Friends of the Gardens, The Gardens' nonprofit partner), event ticket sales, gift shop sales, art exhibits, and corporate and foundation support. This offer will continue to fund the necessary expenses that these growing programs require, including staffing, services and supplies.

No General Fund support is included in this offer.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.13 3.0 FTE - Gardens on Spring Creek Horticulture Staffing - *Offer Type: Enhancement* - Unfunded

2025 - $131,238

2026 - $219,192

In 2019 the Gardens on Spring Creek fully completed its expansion, adding 5.5 acres of new gardens and a North American Butterfly House housing a pollinator loving garden. Since the expansion, staff have struggled to keep up with the demands of a property that requires intensive plant health care, curation

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management and gardens maintenance. Current operations are not sustainable, and staff rely on chemical intervention more than they would like.

Care of The Gardens is disproportionately managed and maintained by part time and unpaid staff, which is an unreliable and perilous management practice. Retaining staff is also a challenge under these conditions, resulting in increased staff time for continually hiring and training new employees. The Gardens experienced significant staff turnover in 2022 with workload and burnout identified as significant factors. Moving forward, the Gardens will be looking at strategic growth, organization and retention strategies for the workforce to support the expansion of operations, programming and gardens with a focus on fiscal sustainability and transparency.

The Gardens on Spring Creek employs approximately one full time horticulturalist for every 2 acres. Out of ten other public gardens surveyed, 80% of the gardens have a higher staff-to-acre ratio, and the two that have fewer staff per acre than The Gardens have fewer maintenance requirements. The average among the surveyed gardens is one person for every 1.2 acres. Increasing Horticulture staff by 3 FTE will approximate this average, provide needed relief for existing staff, and prepare The Gardens for consistent maintenance over time, at the high standards of the public botanic gardens industry, which will grow The Gardens' reputation and lead to increased attendance.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community
- C&R - 24/7/365 Operational Excellence

26.14 1.0 Contractual FTE - Cultural Community Programs - formerly ARPA funded - *Offer Type: Enhancement* - Funded

2025 - $228,808

2026 - $252,457

Cultural Community Programs co-creates equitable inclusion of arts and culture into the community in public spaces, typically beyond City facilities. The Program aims to complement facility-based programming by equitably elevating the creative sector while simultaneously integrating quality engagements to meet and serve diverse community members where they are. The program, funded through Council-approved ARPA funds from 2022-2024, has demonstrated alignment to the FOCO Creates Plan including key goals and recommended actions, Council priorities, and Strategic Objectives. The innovative program expands the role of arts in government and seeks to make government more fun and approachable.

Nearly 5,000 community members engaged in 150 programs featuring 249 artists in its first full year. The program coordinates pop-up events, supports external initiatives including resourcing community-driven ideas, and fundamentally defers many decisions to community members through co-creation of nearly every initiative. The program routinely contracts with community-based individuals to plan and implement the program suite, expanding the ability to identify and incorporate diverse creatives and approaches. The program collaborates with internal staff and external stakeholders to achieve authentic, equitable community engagement.

Access to arts and culture offers health benefits and helps support a sense of belonging to many community segments historically less likely to engage with the City, including community identifying with various marginalized social, socioeconomic and racial/ethnic identities. The program aims to complement the work of other departments, and to make government more fun and approachable through strategic, equitable and authentic community engagement.

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This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

26.15 Audio Upgrades at The Lincoln Center - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $158,224

2026 - $0

As the premiere arts, conference and events facility in Fort Collins it is crucial that The Lincoln Center use state-of-the-art equipment to attract businesses and artists to Fort Collins. This offer will impact The Lincoln Center’s audience (190,000+ guests annually) and user groups (120+ groups annually), as well as Fort Collins tourism.

The current system is a patchwork of equipment that ranges from 16 to over 20 years old and is at the end of its life cycle. Over the last three years, and on at least seven different occasions, audiences and clients have had to suffer through equipment failures that have delayed or interrupted performances or upended production schedules. The existing equipment inventory does not meet current industry standards that are consistent with the contractual needs of the artists that play The Lincoln Center. A digital soundboard consistent with the needs of touring artists must be procured for the The Lincoln Center to ensure high quality service delivery. The current speaker system was manufactured by a boutique company that has since been bought by a manufacturer that is not generally recognized as an acceptable system provider by the caliber of events that use The Lincoln Center.

The costs of back up equipment during these failures is nearly $2,000 a week. Additionally, the current system’s shortcomings require routine rentals that impact service delivery. Procuring monitor consoles that interact properly with the current system typically costing an additional $2,000 for each event. Procuring this equipment will also allow us to transition the equipment that is usable to the Gardens, saving anywhere from $17,000 to $26,000 a year, depending on the artists' needs.

Funding this offer will address client and customer concerns, while continuing to provide world class customer service to the community.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.16 Access Funds for Low-Income Community Residents - formerly ARPA funded - *Offer Type: Enhancement* - Funded

2025 - $75,000

2026 - $75,000

Supported and ARPA funded in 2022, 2023 and2024, the Cultural Services Department seeks to continue the expanded and equitable access programs at its three facilities: Fort Collins Museum of Discovery (FCMoD), the Gardens of Spring Creek (Gardens), and The Lincoln Center (LC). While each of these cultural institutions has established programs to increase accessibility for all, until 2022 funding has primarily come from private sources and consistently falls short of the need demonstrated by the community. Continuing to fund this offer would support the City's participation in these established programs and demonstrate the City's commitment to serving all of Fort Collins' residents. This commitment by the City will assist Cultural Services in securing additional funding from the private sector.

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Current access programs include:
- Free and/or reduced admission to fee-based facilities and performances through libraries, La Familia, The Matthews House and others. In addition, there are reduced fees for SNAP participants and those requiring caregivers. Onsite staff (FCMoD, Gardens) are trained to recognize when people may be challenged by the admission fee and invite them to be a guest for the day.
- Free family memberships for those enrolled in Early Childhood Education in Larimer County (FCMoD, Gardens).
- Discounted or free admission offered for special events and performances at each facility.
- Language access through translation and interpretation.

Based on the community's needs as seen by the demand for these programs, the projected cost of the three programs is over $250k. Friends of the Gardens, FCMoD Nonprofit Partner and LC Support League currently secure donations of approximately $100k total to support each program. Demand consistently exceeds funding; therefore, we are requesting $150k to support these programs.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

26.18 Lincoln Center Performance Artists Fees - *Offer Type: Enhancement* - Funded

2025 - $170,508

2026 - $147,271

The Lincoln Center (LC) is the largest presenter of performing arts in the Mountain West outside of metro Denver and the home to over 35 local creative businesses. In 2023, over 192,000 visitors participated in over 1,000 events at LC. The 23 24 LC LIVE season (events presented or produced by The Lincoln Center/City of Fort Collins) sold nearly 42,000 tickets and generated over $2 million in ticket sales. LC LIVE is The Lincoln Center’s single greatest marketing tool to attract new audiences. Audience surveys show that first-time attendees driven to LC by the National and International artists on the LC LIVE series go on to support local businesses like the Fort Collins Symphony, or to rent the facility for their own events.

We are requesting additional budget for the expense related to LC live show promoters and artists. All of the activity is created by the initial investment into the Artists, Musicians, & Speakers, a line item that historically generates a 165% ROI through ticket sales. In addition to the LC Live Series paying for itself, it generates an average overall profit margin of 12%.

In 2019 and 2023 LC LIVE has seen an increase in the overall Artist Fees paid for shows, the addition of the Live at The Gardens concert series that the LC manages, as well as an increase in nationally touring shows. In order to continue to attract the National and International touring artists of the caliber the community has grown to expect, this expense item needs to increase and ultimately become part of the baseline budget for the Lincoln Center. Without increasing the original budget, staff will need to go to Council mid cycle for additional appropriations, which we are doing in 2024. This is work that can be avoided by increasing the baseline budget.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

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46.1 Recreation: Ice & Aquatics - *Offer Type: Ongoing* - Funded

2025 - $2,884,326

2026 - $2,963,948

Home to over 600 swim and ice programs, as well as drop in classes, open swim and free skate opportunities, EPIC serves as an active hub for those interested in year round aquatic and ice activities. EPIC hosts classes for participants of all ages and abilities, and partners with many community organizations such as Poudre School District, Colorado State University, Fort Collins Figure Skating Club (FCFSC), Fort Collins Area Swim Club (FAST) and Visit Fort Collins. The ice and aquatics area also provides several local and regional organizations access to pools and ice rinks and becomes an economic driver for local hotels and restaurants when hosting State and National competitions in ice and aquatics. Mulberry Pool provides year-round lap and leisure aquatic programming. Both the public and community organizations like Poudre School District and Vortex Swim Club use this facility. The Senior Center Pool is a small warm lap pool with hot tub for year-round use by the community. City Park Pool, open Memorial Day weekend through Labor Day, provides a community aquatic park with slides, lazy river and zero entry play. The facility also hosts birthday parties, rentals and aquatic programming including fitness and swim lessons.

Funding this offer addresses the complex operational needs of the facilities, supports staffing, and allows valuable programming and drop in options for the community to continue. Key programs offered to the community at EPIC include Youth and Adult Learn to Swim, Learn to Skate, Adaptive Swim and Skate, Lifeguard Trainings and Certification, Aqua and Ice Fitness, and Hockey and Figure Skating programs, and all drop in style swim and skate opportunities that are funded by this offer. Programs offered through EPIC are continually evaluated to ensure they are addressing the recreational wants and needs of the community in a sustainable manner.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence

46.2 Recreation Activities and Programs - *Offer Type: Ongoing* - Funded

2025 - $5,639,182

2026 - $5,789,709

This offer provides a wide range of educational and recreational programs for adults and youth including licensed childcare, preschool programs, recreational sports, fitness, arts and crafts, dance, adaptive programs and inclusion, as well as adult social and educational programs.

These programs create community and a sense of belonging at City Recreation facilities (including The Farm at Lee Martinez, Northside Aztlan Community Center, Senior Center, Pottery Studio, Rolland Moore Racquet Facility, Foothills Activity Center and Club Tico), City parks, and at other community partner facilities such as Poudre School District facilities.

In addition to traditional programming (e.g., Sports Leagues, Day Camps), the department also provides unique programs such as pottery, farm classes, adaptive and inclusive programs, senior performance groups and many others.

A critical function of Recreation Programming is access and inclusion. The department administers a reduced fee program to provide access to those who are not able to financially participate. In 2022 and 2023, approximately 40% of the Summer Camp participants were in the Reduced Fee program. Adaptive Recreation Opportunities (ARO) provides programs and inclusion services for individuals with physical and/or intellectual disabilities. ARO programs a wide variety of opportunities from adaptive cycling and adaptive swim lessons to providing inclusion aides so their participants can learn and have fun alongside their peers in all Recreation programs.

The Recreation Department continually evaluates the needs of the community and works to adjust programming to provide what the community desires.

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The Recreation Department's wide offerings of services and programs provides opportunities for everyone within the community to be involved.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence

46.3 Recreation Administration, Marketing and Communication - *Offer Type: Ongoing* - Funded

2025 - $1,214,707

2026 - $1,239,628

This offer ensures best practices in the profession; consistent procedures guiding diversity, equity and inclusion in serving the public; and innovation for the future and adherence to standards set by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). This team creates the backbone for Recreation operations, providing expertise, support and accountability for areas including financial planning and record-keeping, customer service, communications and marketing, public engagement, sponsorship management, event planning and technical support. Funding this offer ensures adequate staffing and resources to keep valuable Recreation programs running efficiently and safely, with proper people in place to manage current operations while strategically planning for the future. Through key services provided in the administration, financial, communications and customer service teams, Recreation performs at a high level, providing facilities, programs and events to enrich all lives in the Fort Collins community and create healthy outcomes. This team looks holistically at the department and works to remove barriers for equitable opportunity for participation.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence

46.4 Recreation Facility and Equipment - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $154,246

2026 - $157,961

Public facilities undergo significant wear and tear due to regular use. Annually, over 1 million visitors frequent all Recreation facilities. Maintaining, repairing and replacing City assets not only improves public access to these facilities but also demonstrates responsible stewardship. Within the Recreation department, equipment and vehicles primarily serve program and operational needs. Regular vehicle maintenance and well kept equipment contribute to revenue generation for supporting operations. The typical industry lifespan for fitness equipment is seven years before necessitating complete replacement. Unfortunately, the Senior Center, Northside Aztlan Community Center, and Foothills Activity Center all have equipment that exceeds this lifespan, resulting in increased maintenance costs and reduced service/equipment availability due to nonfunctioning units. Staff tracks the intended useful life, along with use and preventative maintenance, to ensure equipment is replaced when nearing its end of lifecycle.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

46.5 Recreation: 3.0 FTE Universal Preschool - *Offer Type: Enhancement* - Funded

2025 - $226,672

2026 - $244,707

This offer fully funds the addition of three Early Childhood Teachers in the Early Learning program area as they implement Colorado Universal Preschool and expand programming to offer full time quality childcare at the Northside Aztlan Community Center.

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Colorado Universal Preschool (UPK) provides all children up to 15 hours per week of free, high quality Pre K in their year before kindergarten. Providers that participate in offering UPK receive state funding at a rate of $5,944.89 per child (based on a 9 month school year). This rate is anticipated to increase by 2% yearly. Funtime Preschool Program will begin offering UPK for the Fall 2024 Spring 2025 school year part time and will be transforming the program by Fall 2025 to offer full time (Monday-Friday, 8 a.m.-5 p.m.) childcare for families in both the 4 year old UPK class and a 3 year old Preschool class. This transformation will provide working families more access to quality and affordable childcare.

In the Fall 2025 Spring 2026 school year specifically, the UPK classroom alone will provide up to 16 enrollment spaces and offer up to 45 hours of programming per week. 15 of those hours will be funded by the UPK program for a total of $98,961 and the remaining hours are additional tuition families are responsible for at a rate of $8 per hour. This revenue, combined with the 3 year old preschool classroom tuition, fully covers expenses to hire one 1.0 FTE, two 0.75 FTEs plus additional miscellaneous expenses such as hourly support staff, professional development training and supplies. As a direct result of becoming a UPK provider and expanding programming to full time, the additional teaching staff is required to both abide by the 1:8 state licensing ratio and to continue the quality of care as the program expands operational hours and classrooms running simultaneously.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

46.6 Adaptive Recreation and Reduced Fee Scholarships - *Offer Type: Ongoing* - Funded

2025 - $477,867

2026 - $485,983

A critical function of the Recreation Department is access and inclusion. The Department administers a reduced fee program to provide access to those who are not able to financially participate. In 2022 and 2023, approximately 40% of the Summer Camp participants were in the Reduced Fee program. Adaptive Recreation Opportunities (ARO) provides programs and inclusion services for individuals with physical and/or intellectual disabilities. ARO programs a wide variety of opportunities from adaptive cycling and adaptive swim lessons to providing inclusion aides so their participants can learn and have fun alongside their peers in all Recreation programs. ARO handled over 5,000 hours of inclusion in 2022 and 2023 while also providing training across other areas of Recreation programs to equip staff in dealing with neurodivergent behaviors and physical disabilities.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

46.7 Recreation Project Planning and Design - *Offer Type: Enhancement* - Funded

2025 - $100,000

2026 - $100,000

This offer will support the design and planning phases necessary for the construction of vital Recreation infrastructure projects, thereby ensuring sustainable growth and efficient service delivery. Allocating $100,000 toward the planning and design of these projects is imperative for various reasons. This allocation grants staff the flexibility needed to conduct comprehensive feasibility studies, encompassing engineering assessments and environmental impact analyses, to ensure that projects align with community needs. The process of designing these projects can span months for smaller endeavors and years for larger ones. Thus, by addressing planning constraints, this funding empowers the Recreation Department to adequately strategize for these projects.

Moreover, this budget enables the engagement of specialized consultants and experts, optimizing project designs for cost effectiveness and long term resilience. Investing in thorough planning and design phases mitigates the risk of costly delays or revisions during construction, ultimately resulting in savings for taxpayers and a more efficient project delivery process. This offer will reduce administrative burden and will expedite project completion. Ultimately, this $100,000 allocation signifies a proactive investment in Fort Collins' infrastructure, contributing to the overall well being of the community.

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This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

46.8 Recreation: 1.0 FTE Behavioral Support Specialist - *Offer Type: Enhancement* - Funded

2025 - $75,778

2026 - $102,396

This offer will continue to provide equitable and inclusive recreation programming to youth and adults who need more support in managing personal behaviors in general recreation programming.

Behavior management tools and techniques are one aspect on the spectrum of inclusion services that Recreation provides. In a post-pandemic world where children are still re learning or learning appropriate social skills and coping mechanisms, there is an increase in children exhibiting socially inappropriate behavior responses.

In 2023, the ARO team provided 2,489 hours of inclusion services to those in need including almost 350 hours of behavioral support to the summer camp program, Camp Funquest.

This position will provide:
Support and assistance in creating more inclusive youth programming.
Support in the spectrum of inclusion and ADA accommodations provided to the community.
Provide training to internal and external departments, as well as Natural Areas, Volunteer Management, FCMoves, Colorado State University, Poudre School District, and other community organizations.
Provide educational content and training to the public on supporting youth with behavior management tools and techniques.
Create course content, implement and train hourly staff to continue implementing inclusive and sensory-friendly youth programming and programming to all demographics.
Provide behavior management education to youth through the instruction of coping techniques.

This position will allow Recreation to better provide accessible, equitable and inclusive access programming for individuals who need additional behavior support as well as support to families and patrons in the community.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

46.9 Recreation: Fitness Equipment Replacement - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $200,000

2026 - $200,000

Safety is our top priority in all aspects of our recreational facilities. Over time, equipment wear and tear can compromise safety standards, leading to potential accidents and injuries. By replacing outdated fitness equipment, we can mitigate these risks and create a safer environment for all users. New equipment will meet modern safety standards, undergo regular maintenance checks, and adhere to manufacturer recommendations for usage, ensuring a secure and worry

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free experience for patrons. Up to date equipment attracts more users, leading to increased engagement and participation in fitness activities.

Staff are extensively tracking each piece of equipment for planning purposes and replacement. Equipment is selected for replacement based on the condition of each piece, availability of replacement parts, and the advice of the manufacturer representative.

The total number of equipment items eligible for replacement has stayed the same since 2016, but the cost to replace each item has escalated substantially in that time period. Each unit has an individual price, and each piece of equipment will be replaced based on usage and available funds.

While the initial investment in asset replacement may seem significant, it pales in comparison to the potential costs associated with accidents, injuries and emergency repairs resulting from outdated equipment. By proactively addressing equipment obsolescence, we can avoid costly liabilities and minimize disruptions to operations. Furthermore, modern equipment is often more energy efficient and requires less maintenance, leading to long term cost savings for the department and the community as a whole.

By prioritizing the well being of our residents and investing in modern equipment, we are laying the foundation for a healthier, more inclusive and vibrant community for generations to come. We recognize its profound impact on the vitality and resilience of our community.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- C&R - 24/7/365 Operational Excellence

46.10 Recreation: Southeast Community Center - *Offer Type: Capital Project* - Funded

2025 - $15,201,000

2026 - $0

This offer will construct the CCIP ballot-mandated phase of the Southeast Community Center, aligning with the vision outlined in the ReCreate Master Plan, the findings in the 2023 Southeast Community Center Feasibility Study, building upon the insights from the 2013 feasibility study and adhering to the 2015 Community Capital Improvement Program approved ballot project. The offer encapsulates a comprehensive approach to realizing a vibrant community space that meets the diverse needs of residents in South Fort Collins. Integral to the vision for the Southeast Community Center is the collaborative partnership with Poudre Libraries and Poudre School District. Leveraging the resources of these partners will enrich the educational, recreational and cultural offerings of the community center. Together with Poudre Libraries and Poudre School District, we are committed to creating a vibrant hub of learning, recreation, cultural and artistic experiences, and community engagement. To complete the full Community Center envisioned in the 2023 feasibility study, additional capital funding will be needed.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

46.12 Recreation Contractual Agreements - *Offer Type: Continuing Enhancement* - Funded

2025 - $217,388

2026 - $287,339

This offer will fund the contractual increases across the department. It will also fund the increased rental expenses of Poudre School District (PSD) facilities as a result of an agreement by both the City and PSD.

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Historically, both PSD and the City have discounted their retail rates by 75% when charging one another for rentals. Removing this additional rate tier is beneficial to both organizations for simplicity, and so that both sides of charges reflect fair share and the true costs of providing services. Under the new terms, both organizations will pay 100% of the fees for facility use at each other's agencies. The City will see an increase in revenue from PSD for the use of City pool facilities.

The PSD agreement and youth sports contractual commitments are the two major drivers of increased expenses in Recreation. The increased cost is directly offset by additional increases in revenues through Recreation user fees and charges. Contractual commitments are based on a percentage of revenue generated, producing net income in support of administrative and other non-revenue generating areas in Recreation.

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

54.1 Parks and Facility Grounds Maintenance - *Offer Type: Ongoing* - Funded

2025 - $7,992,500

2026 - $8,213,680

This offer funds the maintenance for parks (47 community, neighborhood, and pocket parks) totaling 970 acres, community recreation facility grounds, five maintenance shops, and the 4th of July celebration. This offer excludes parks located in the Downtown core. These assets provide a place for community members to recreate within proximity to their homes and are essential for providing facilities for youth sports activities including practices and scheduled play throughout the community. This community investment and the high use of these parks by neighborhoods and youth sports groups require prudent stewardship and operational efficiencies to keep maintenance costs under control.

Parks in our system vary in size from 0.15 acres to over 100 acres. Parks provide space for large events and unique facilities like the outdoor pool at City Park, water splash parks, skateboard parks, pickleball courts, lighted baseball fields, substantial dog parks, lighted tennis courts, a disc golf course and a BMX track.

The Parks Division also manages the annual 4th of July celebration at City Park. This includes organizing the parade in partnership with Recreation, fireworks and evening entertainment, and preparation and cleanup of City Park.

Park site maintenance includes:

- Turf care
- Trash/recycling collection
- Maintaining flower and shrub beds
- Maintaining, coordinating and scheduling athletic fields, tournaments and park events
- Maintaining tennis/pickleball courts, horseshoe pits, volleyball courts, bike courses and skate parks
- Cleaning and repairing restrooms, playgrounds, shelters and dog parks
- Snow removal on parking lots and sidewalks
- Cleaning and repairing graffiti and vandalism issues
- Irrigation system maintenance and repairs
- Maintaining water features and fountains
- Operating maintenance shops
- Managing the annual 4th of July celebration

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This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

54.2 Parks - Hard-Surface Trails Maintenance - *Offer Type: Ongoing* - Funded

2025 - $436,641

2026 - $449,462

Funding this offer provides maintenance for the 45 miles of City owned hard surface trails located throughout the community. Trails include the Spring Creek, Poudre, Fossil Creek, Power, Rendezvous, Redwood, Longview, and Front Range trails, and trail connectors to parks and neighborhood developments. The City's hard surface trails are one of the most actively used recreation amenities provided by the City. They are also used for numerous running events throughout the year. The trails are a major transportation corridor for individuals commuting to work and are part of the Safe Routes to Schools network.

Trail maintenance includes:
- Trail repairs
- Trash pick-up
- Monitoring trails for debris and safety issues
- Repairing infrastructure, such as bridges and fencing
- Mowing
- Weed mitigation and control
- Snow removal
- Cleaning graffiti and repairing vandalism

Snow removal is prioritized for safety purposes, as well as to provide year-round alternative transportation options. Trail costs also include printing and stocking map boxes and providing signs as needed along the trail system. Soft surface trails run in conjunction with portions of the hard surface trails. Soft surface trails must be mowed and kept in safe condition for joggers, bicyclists and horseback riders where permitted.

Trails are the most highly used outdoor facilities within Fort Collins. This offer provides the needed resources to maintain the trails and keep them safe and usable for all community members to enjoy.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

54.8 Parks - 4.0 FTE Operational Resources for Recent Park and Trail Expansions - *Offer Type: Enhancement* - Funded

2025 - $225,472

2026 - $423,226

Two additional neighborhood parks and approximately two miles of trails have been constructed without classified FTE expansion. The parks are Traverse (completed in 2022) and Dove Tail (completed in 2023). The two trail additions are also nearing completion. There will be a .75 mile Poudre Trail Spur (under final design currently), and the 1.2 mile Mail Creek Trail (nearly completed). Additionally, the new trail portions will come with the Siphon Pedestrian Overpass

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from the Power Trail to the Mail Creek Trail (scheduled for fall of 2024), and the Timberline Pedestrian Underpass for the Mail Creek trail (completed).

Four classified positions, plus a vehicle and tools are necessary to maintain these additions at a safe level and will help reduce some hourly positions. Parks and trail maintenance requires technical expertise with interactive water features, pump systems, irrigation systems and hardscape repair. These positions also support Parks' snow removal operations in the winter. It is a year round, seven-days-a-week operation and needs appropriate staffing to meet those obligations. Classified staff are now spending more time hiring, training, managing and replacing hourly staff; these positions would help alleviate that burden, thus making the staff more efficient.

These classified positions are critical to providing consistent, high quality daily cleaning and maintenance expected in parks. With the changes in City policies regarding hourly employees, an hourly workforce is no longer a sustainable option and classified staff is needed. This is an opportunity to reach the high level of presentation and maintenance that residents expect of all properties associated with the organization.

Funding these positions as we expand is imperative to sustaining an appropriate level of service in the parks system and creating a sustainable program in the future.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence
- HPG 3 - Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization

54.10 Parks - 0.5 FTE - Horticulture Technician - *Offer Type: Enhancement* - Unfunded

2025 - $33,367

2026 - $44,778

Funding this offer will increase the existing part time Horticulture Technician to full time employment status.

Expansion of the Parks Department's horticulture responsibilities has outgrown the capacity of 2.5 existing FTEs. They currently manage the horticulture needs of 50+ parks, two cemeteries and three golf courses. Parks horticulture staff of 2.5 FTE cannot properly manage 5.1 acres of perennials/annuals and 4.7 acres of shrubs to the quality standard expected. A full time classified employee would allow the operation more bandwidth for plant care, landscape design and staff coordination. A full time employee can coordinate up to 6 hourly employees.

Adopted design strategy is to reduce turf grass and replace with water wise ornamental plantings. Replacing unused turfgrass areas with natural plantings offers several benefits. These beautiful, valuable areas can be sustainable, environmentally friendly additions to parks. Native plants have evolved to adapt to local climates. They generally are more hardy and healthy, requiring less water to maintain. This requires specialized horticultural knowledge to properly maintain these additional landscape requirements. Funding this position is imperative to improving the current level of service and creating a sustainable horticulture program in the future.

Turnover of part time staff results in increased time spent onboarding and training of new staff, delaying care and increasing overall costs of maintenance.

This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

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54.11 Parks - 3.0 FTE - Parks and Recreation Expanded Infrastructure Replacement Program Operations - *Offer Type: Enhancement* - Funded

2025 - $185,376

2026 - $354,379

This program is essential to keeping park and recreation facilities and infrastructure safe and in usable condition, and is imperative to preserve equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks and recreational experiences.

Historically, Parks IRP has included repair and renovation to asset categories like playgrounds, hardscapes, irrigation, fields, buildings, courts, structures, and water infrastructure at all parks and trails. Recreation IRP has provided critical ongoing repair and maintenance across ten facilities, including pools, gymnasiums, ice, childcare infrastructure, and other amenities available to the public.

This offer will build the internal capacity to administer the additional projects. The roles include a GIS analyst, Project analyst, and Civil Engineer.

A 10 year Recreation Capital Improvement Program (CIP) Plan will be created in 2025/2026 that will prioritize needs across the diverse recreation system. The parks system had a similar evaluation completed in 2022. That existing Parks CIP and this new Recreation CIP will be merged to best leverage the 2050 tax in an equitable way to address infrastructure improvements and replacement in Parks and Recreation across the City.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

54.12 Parks and Recreation Infrastructure Replacement Projects - *Offer Type: Enhancement* - Funded

2025 - $5,768,750

2026 - $5,787,968

This program is essential to keeping park and recreation facilities and infrastructure safe and in usable condition, and is imperative to preserve equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks and recreational experiences. Historically, Parks IRP has included repair and renovation to asset categories like playgrounds, hardscapes, irrigation, fields, buildings, courts, structures and water infrastructure at all parks and trails. Recreation IRP has provided critical ongoing repair and maintenance across ten facilities, including pools, gymnasiums, ice, childcare infrastructure and other amenities available to the public. It has also included limited equipment replacement in the fitness areas of facilities that support programming.

Funding this offer will provide a new scale of resources, which will allow for larger, more transformational projects to start, although completion of larger projects may take several years. Early funding would be encumbered for design development and procurement. Construction timelines would most likely occur in late 2025 and in 2026. This work needs to start as soon as possible since larger projects may have design development schedules of multiple years. In 2022, Parks completed a comprehensive asset management study that assigned asset scores to components to prioritize future investments across the park system regardless of component category. The results of the study provided a Top 40 list of deferred maintenance projects that the Parks IRP program will focus on during the initial startup years. The Recreation Operational Analysis identified $36M of deferred maintenance projects across facilities over the next five years. During this budget cycle, Parks and Recreation will work to merge their capital improvement program planning to ensure strategic decision-making.

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This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

54.13 Parks and Recreation Infrastructure Replacement Program Operations - *Offer Type: Ongoing* - Funded

2025 - $460,769

2026 - $477,941

This program is essential to keeping park and recreation facilities and infrastructure safe and in usable condition, and is imperative to preserve equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks and recreational experiences.

Historically, Parks IRP has included repair and renovation to asset categories like playgrounds, hardscapes, irrigation, fields, buildings, courts, structures and water infrastructure at all parks and trails. Recreation IRP has provided critical ongoing repair and maintenance across ten facilities, including pools, gymnasiums, ice, childcare infrastructure and other amenities available to the public.

This offer includes the initial internal capacity to oversee the projects with good financial stewardship of the new funding source and the community engagement capacity to staff outreach for the projects. The roles include a Park Planning Manager, Park Planner/Landscape Architect, Finance Analyst, and Communications Specialist.

A 10 year Recreation Capital Improvement Program (CIP) Plan will be created in 2025/2026 that will prioritize needs across the diverse recreation system. The parks system had a similar evaluation completed in 2022. That existing Parks CIP and this new Recreation CIP will be merged to best leverage the 2050 tax in an equitable way to address infrastructure improvements and replacement in Parks and Recreation across the City.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

57.1 Memorial Parks - *Offer Type: Ongoing* - Funded

2025 - $914,367

2026 - $942,635

Operations include office functions, site maintenance, historical record keeping, sales of burial spaces and memorialization services at Grandview and Roselawn cemeteries. Maintenance of the cemetery grounds includes preparing memorial sites for interments, setting headstone foundations, irrigation, mowing, trimming and overall care of the property.

This offer also includes the Perpetual Care Fund. A portion of each sales fee is collected for the Perpetual Care Fund. Interest earnings from these fees are used to fund, in perpetuity, a portion of ongoing maintenance of the cemetery grounds.

This offer provides an essential service to the community and honors generations of Fort Collins community members. Supporting events have included Memorial Day Celebrations, Wreaths Across America, Historical Tours and the Cemetery Stroll.

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This Offer supports the following Strategic Objectives:

- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

57.2 Memorial Parks Equipment Replacement - *Offer Type: 1-Time Enhancement* - Funded

2025 - $195,000

2026 - $0

The equipment requested for replacement in 2025 is a 1991 GMC 3500 dump truck, a 1997 Chevy 2500 pickup with snowplow, and a 1999 Utility truckster. These are vital pieces of equipment for cemetery operations. These units are required for full interment (casket) burials at Grandview and Roselawn Cemetery, hauling soil, materials and equipment associated with this process. In addition to their primary purpose, these units are also used for snow removal, hauling maintenance materials and equipment for concrete foundations, small construction, and landscape projects in the cemeteries. These units are overdue for replacement per the Fleet Department's scoring system, mostly due to age, hours or mileage and the cost associated with repairs and maintenance. Some dump truck parts cannot be found, and Fleet is also requesting this unit be replaced. These units are critical to providing a high level of service that the community has come to expect from the Cemetery Division.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

57.3 Memorial Park Infrastructure Replacement - *Offer Type: 1-Time Enhancement* - Funded

2025 - $110,000

2026 - $60,000

This offer provides funds for three aging infrastructures at Roselawn and Grandview Cemetery:

(1) Roselawn veterans flag display: This entails repairing the block wall structure, removing the flag feature pillars and relocating the military flags to the surrounding rock bed where they can better withstand the wind load. It also gives us the opportunity to implement the Space Force flag.

(2) Sheldon lateral improvements: This in-ground lateral conveys raw water from the Pleasant Valley and Lake Canal to Grandview Cemetery and Sheldon Lake in City Park. A portion of this lateral is clay tile and is failing and has sprung many leaks. The water this lateral provides is allocated to City Park, City Park 9 Golf Course and Grandview Cemetery.

(3) Grandview Soldier feature redesign and implementation: We have lost multiple trees in this area and would like to take this opportunity to revamp this feature, which includes moving the cannon from City Park to Grandview Cemetery and updating the flag display to include the Space Force. This area is the soldier section in Grandview and is the main area of focus during the Memorial Day and Wreaths Across America events.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

CULTURE AND RECREATION

58.1 Operations and Maintenance of City Golf Courses - *Offer Type: Ongoing* - Funded

2025 - $4,550,043

2026 - $4,743,237

This offer will fund the operation, maintenance and administration of the City owned municipal golf courses (City Park Nine, Collindale and SouthRidge).

The municipal golf facilities provide high quality golfing amenities, including a variety of play options, pricing, lessons, practice facilities and concessions with quality grounds and infrastructure. The golf courses also provide access for cross country skiing, disc golf, walking and jogging during appropriate times. The golf course operations and maintenance are 100 percent self supporting from earned revenue. The Golf Division uses a hybrid public/private staffing approach to operate the golf courses. The golf professionals and concessionaires are independent contract vendors acquired through a public bid process. They hire their own staff to operate the pro shops, outside services and restaurants. This approach includes daily pro shop operations and services performed by three PGA Golf Professionals. The food and beverage services are provided by Restaurant/Snack Bar Concessionaires.

City staff oversee golf course administration and maintenance functions, including mowing, fertilizing, irrigating the turf, repairing buildings and infrastructure, maintaining carts and equipment, and any other duties required to keep the courses in excellent condition for play. Golf course administration includes market analysis, infrastructure replacement, long and short term planning, program development and administration, staffing, invoicing, debt servicing, community outreach, contracting and best management practice coordination.

This offer will provide golfing opportunities to all community members at an affordable price and enhances the overall quality of recreation options in Fort Collins.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- C&R - 24/7/365 Operational Excellence
- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

58.6 Golf Facility Assets - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $929,180

2026 - $248,540

The Golf Division is looking to provide needed repairs and replacement to many of the buildings and assets at the golf courses. Some of the needs are painting, irrigation water delivery infrastructure and acquisition, cart path expansion and replacement, HVAC replacement, safety netting upgrades and equipment replacement. All of the proposed projects are beyond their expected life expectancy and are needed to prevent more extensive and expensive needs in the future. These projects also address safety needs and required replacement due to building code requirements.

In the last four years equipment pricing has increased by 30%. The golf courses need to replace equipment to meet the course conditioning required to attract guests. In addition to course conditions, equipment repair costs in the golf division have increased by 300% over the past three years. This can be attributed to rising costs for repairs, in addition to the inability to replace aging equipment before repair costs escalate.

The Golf division is focused on providing environmentally friendly alternatives to equipment requiring fossil fuel. In addition to a general increase in all equipment pricing, equipment that is electric or hybrid is also 20 25% more expensive than the fossil fuel alternatives.

This offer also addresses a piece of the need for a dedicated water source at SouthRidge Golf Course. In the past, the golf course has rented water from Utilities

CULTURE AND RECREATION

to provide water. This water will not be available as the City completes build-out. The offer covers attorney charges, construction costs and water purchases.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- C&R - 24/7/365 Operational Excellence

60.1 Recreational Trail Development - *Offer Type: Capital Project* - Funded

2025 - $3,069,791

2026 - $2,478,459

Trail projects are typically completed in three phases – planning (predevelopment), design, and construction. In recent years, the City has delivered trail projects through regional partnerships, Park Planning and Development project management, new developments, or street improvements. This offer continues this partnership approach to capitalize on related projects while initiating planning efforts to advance future trail connections. This combined strategy will continue expansion of the trail system, locally and regionally. The following trail projects are anticipated, but subject to change based on other opportunity projects that may arise:

- Development Partnership Opportunities: Provides the resources for cost share opportunities to expand the paved trail system through partnerships with new developments. With a focus on past and current development projects within City limits, there are opportunities to move forward with paved trail connections where the City has secured public access easements.

- Regional Trail Connections: This proactive approach will initiate focused planning efforts in northeast and western Fort Collins, respectively, where proposed trails are poised to connect a rapidly developing area with limited walking and biking infrastructure.

- Grade Separated Crossings: The cost to construct grade separated crossings (i.e., trail underpasses or overpasses) has been historically shared with PDT's Capital Projects group. Grade separated crossings are planned, designed and constructed in tandem with current roadway projects and provide the ideal situation to make trail connections under arterial roadways, thereby greatly improving the safety and enhancing the experience of the trail user. This offer will augment needed trail funding to complete the Harmony Road Underpass on the Power Trail.

- Implementation of the Strategic Trails Plan (STP) including integration of the finalized plan into other City plans and capital planning.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

60.2 Neighborhood Park Development - *Offer Type: Capital Project* - Funded

2025 - $2,112,307

2026 - $4,463,841

Development of neighborhood parks includes land purchase, acquisition of raw water for irrigation (if available), planning and outreach, park design and construction. Neighborhood parks are funded by a one time impact fee on new residential units within the City, which can only be used for development of neighborhood parks. Development of neighborhood parks typically occurs over an extended period, with purchase of land and raw water, followed by planning,

CULTURE AND RECREATION

then design and finally development of the park. This typically occurs years after sufficient impact fee revenues have been collected.

During this budget cycle, the following neighborhood park development efforts are planned:
• Pre-development efforts, including land and raw water acquisitions, for future neighborhood parks. Potential neighborhood park pre-development efforts may include, but are not limited to, the Fossil Lakes, Richard's Lake, and Waterfield neighborhoods.
• Capital Improvement Planning to implement the 2021 Parks and Recreation Plan.
• Supplemental funds for environmental cleanup, road repay and the increasing cost of a water tap at the schoolside park near Bacon Elementary.
• Design and partial construction of a new neighborhood park, likely the park located in Mosaic neighborhood, located southeast of Vine Drive and Timberline Road. An official name for the park has not yet been determined. Per the 2021 Parks & Recreation Plan, this will be a new neighborhood park.

Based on Budget Office direction, this offer is directly tied to Offer 54.8: Parks and Trails Expansion, which includes staffing and supply/utility costs for the maintenance of this capital project.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

60.3 Community Park Development - *Offer Type: Capital Project* - Funded

2025 - $1,049,886

2026 - $253,819

Development of community parks includes land purchase, acquisition of raw water for irrigation (if available), and park design and construction. Community parks are funded by a one time impact fee on new residential units within the City, which can only be used to develop community parks. Development of community parks typically occurs over an extended period, first with the purchase of land and raw water, followed by design and then development of the park. This typically occurs years after sufficient impact fee revenues have been collected.

During this budget cycle, the following community park development efforts are planned:
• Pre development of East Community Park site, located near the intersection of Drake and Ziegler. Per the 2021 Parks & Recreation Plan, this will be a new community park for the east side of the city. Pre development efforts are needed prior to design that include acquisition of additional raw water shares, stockpiling fill dirt, analysis of raw water storage options and stormwater capacity. Coordination and planning efforts are needed with adjacent development to accommodate future park access, utilities, trails and infrastructure.
• Pre development of Northeast Community Park site, located within the Montava Development near the intersection of Mountain Vista Drive and Timberline Road. Per the 2021 Parks & Recreation Plan, this will be a new community park for the northeast quadrant of the city. Pre development efforts are needed with adjacent development to accommodate future park access, grading, utilities, trails, infrastructure, irrigation sources, and site detention/stormwater capacity.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

CULTURE AND RECREATION

60.9 Parks Infrastructure Replacement Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $865,619

2026 - $868,953

Initiated in 1993, this program supports repair, replacement and renovation of more than 1,000 varied park assets within many different component categories, including buildings, fields, courts, structures, playgrounds, irrigation, sidewalks, asphalt and water-related park components. The program prioritizes projects based on health and safety concerns and regulatory mandates such as the Americans with Disabilities Act (ADA). The program also looks for opportunities to replace outdated, resource intensive infrastructure with more sustainable infrastructure that meets current codes and best management practices.

Typically, IRP completes 10 20 projects per year, including playground renovations, court asphalt repairs and replacement, minor irrigation renovations, walkway and bridge replacement, lighting upgrades, park roadway and parking lot repairs and renovations, building renovations and improvements, fencing replacement, etc.

This program is essential to keeping park facilities and infrastructure safe and in usable condition. It also enhances infrastructure and supports growing demand in the parks. This program is imperative to preserve equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks.

This Offer supports the following Strategic Objectives:

- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

63.1 Community Services Administration and Technology Support - *Offer Type: Ongoing* - Funded

2025 - $788,702

2026 - $813,181

The Community Services Director manages more than 400 FTE positions and a budget of more than $59 million, overseeing Cultural Services (Lincoln Center, Museum of Discovery, Art in Public Places, Fort Fund), Recreation, Parks (Park Maintenance, Park Planning & Development, Cemeteries, Forestry, Golf), and Natural Areas. The position provides leadership and guidance to the service area and is a member of the City's Executive Lead Team (ELT). This position represents the service area departments at ELT and City Council.

The Financial Manager supervises finance employees across Community Service departments, acts as liaison between Community Services and the Finance Department, and provides financial support and analysis for the Community Services Director.

The Community Services Technology Team consists of two Analyst, Apps Software positions. This team supports infrastructure and technologies that are business-critical to the Community Services departments. Departmental information systems include RecTrac, WebTrac, Lightspeed/Chronogolf, Altru (Cultural Management systems), EMS (Event Management System), ShoWare Venue Ticketing, Momentus Event Management, IriSBG, Stone Orchard Cemetery Management, Integrated and Standalone Credit Card Processing, and numerous specialized systems for Museum exhibits, irrigation systems controls, Video Security, Digital Signage, Theatrical Systems, Points of Sale, TimeClock Plus (Time Keeping) and Free Public WiFi.

The positions in this offer are integral and necessary for the success of the departments in Community Services.

CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community
- C&R - 24/7/365 Operational Excellence

76.2 Operation Services - Design for EPIC Ice Chiller - *Offer Type: 1-Time Enhancement* - Funded

2025 - $400,000

2026 - $0

Funding this offer would provide the design services only for a replacement of the ice rink chiller. This chiller serves two ice rinks and providing a variety of programing for the community.

The original 1987 ammonium ice chill is at the end of life and substantially undersized for the current load of two sheets of ice. The control system is also at the end of life. The new chiller (s) and control system will be right sized for the two sheets of ice, provide a much higher level of reliability for this high use facility, improve the energy performance, and lower operation and maintenance costs. The ammonium chiller room does not meet current building code requirements and will be updated to meet all current building codes and safety standards.

We will be working with experienced ice arena design consultants to put together the design in 2025 and then identify funding anticipating replacement in 2026 or 2027.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

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Economic Health

Fort Collins promotes a healthy, sustainable economy reflecting community values.

- **Business Support**
- **Electric**
- **Broadband**
- **Urban Renewal Authority**

Overview

The Economic Health Outcome funds a package of programs and services that support the Economic Action Plan. It also funds the electric and telecommunication utility systems. The strategic objectives for Economic Health, as outlined in the 2024 Strategic Plan, are as follows:

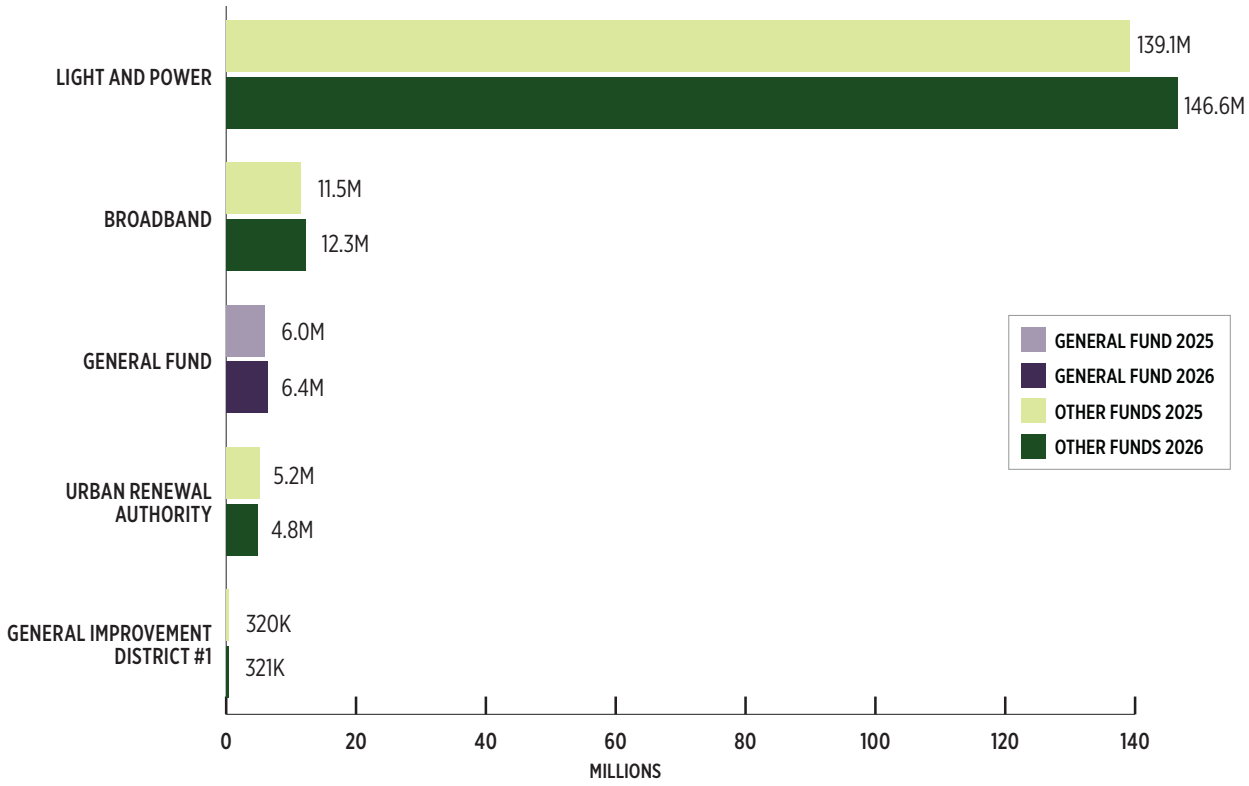
ECON 24/7/365 Operational Excellence

ECON 1 Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability.

ECON 2 Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible.

2025 GENERAL FUND & OTHER FUNDS – $162.1M

2026 GENERAL FUND & OTHER FUNDS – $170.4M



Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat Obj.	2025	2026
8.7	Connexion - 2.0 FTE Contractual Conversion to Classified – 2 Field Sales Representatives	ECON	$172,884	$178,654
8.8	Connexion - 2.0 FTE Field Sales Representatives	ECON	$170,000	$177,910
8.10	Connexion - 1.0 FTE Network Engineer 1 - Network Operations	ECON	$0	$105,170
8.11	Connexion - 1.0 FTE Technical Project and Vendor Manager, Network Operations	ECON	$56,337	$99,759
8.13	Connexion/Utility Network Geographic Information System (GIS) Upgrade	ECON	$75,000	$125,000
8.16	Connexion - 1.0 FTE Geodatabase Administrator, Utilities GIS	ECON	$96,246	$132,466
8.17	Connexion - 1.0 FTE GIS Analyst II, Connexion Outside Plant – Utilities GIS	ECON	$114,383	$118,108
8.19	Connexion - 3.0 FTE Customer Service Representatives	ECON	$89,314	$179,495
15.10	Utilities: Light & Power - System Relocations Due to Road, Intersection and Alley Improvements	ECON	$400,000	$400,000
15.11	Utilities: Light & Power - AEDs and Tools	ECON	$100,000	$0
15.12	Utilities: Light & Power - GIS & Electrical System Study Consultation	ECON	$75,000	$75,000
15.15	Utilities: Light & Power - Training Field and Lab Enhancements	ECON	$100,000	$100,000
15.16	Utilities: Light & Power - Rear Lot to Front Lot Electrical Conversions	ECON	$400,000	$400,000
15.17	Utilities: Light & Power - Substation access control and security technology upgrades	ECON	$500,000	$500,000
15.18	Utilities: Light & Power - Maximo Software Consultation	ECON	$375,000	$375,000
43.5	Economic Health: 2.0 FTE Classified - Multicultural Business and Entrepreneurship Center (Inclusive Business Support) - formerly ARPA-funded	ECON	$108,670	$306,484
		TOTAL	**$2,832,834**	**$3,273,046**

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but were not included in Ongoing Offers*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	8.1 - Connexion - Customer Service Offer Type: Ongoing	623,879	0	0	623,879 *Broadband*	0
Not Ranked	8.2 - Connexion - Sales and Marketing Offer Type: Ongoing	4,703,054	0	0	4,703,054 *Broadband*	0
Not Ranked	8.3 - Connexion - Network Operations Offer Type: Ongoing	2,580,467	0	0	2,580,467 *Broadband*	0
Not Ranked	8.4 - Connexion - Outside Plant Offer Type: Ongoing	1,649,942	0	0	1,649,942 *Broadband*	0
Not Ranked	8.5 - Connexion - Director's Office Offer Type: Ongoing	1,256,574	0	0	1,256,574 *Broadband*	0
Not Ranked	12.1 - Convention and Visitors Bureau Annual Support Offer Type: Ongoing	1,778,000	1,778,000 *Lodging Taxes*	0	0	0
Not Ranked	15.4 - Utilities: Light & Power - Vehicles & Equipment Offer Type: Asset Management-Ongoing	1,049,250	0	0	1,049,250 *Light & Power*	0
Not Ranked	15.5 - Utilities: Light & Power - Electric Substation Capital Upgrade Program Offer Type: Asset Management-Ongoing	800,000	0	0	800,000 *Light & Power*	0
Not Ranked	15.6 - Utilities: Light & Power - Electric Distribution Transformer Replacement Program Offer Type: Asset Management-Ongoing	2,000,000	0	0	2,000,000 *Light & Power*	0
Not Ranked	15.7 - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program Offer Type: Asset Management-Ongoing	1,106,866	0	0	1,106,866 *Light & Power*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	15.8 - Utilities: Light & Power - Electric System Cable Replacement Program Offer Type: Asset Management-Ongoing	500,000	0	0	500,000 *Light & Power*	0
Not Ranked	15.9 - Utilities: Light & Power - Distribution Automation Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Light & Power*	0
Not Ranked	15.1 - Utilities: Light & Power - Wholesale Purchased Power Offer Type: Ongoing	113,400,000	0	0	113,400,000 *Light & Power*	0
Not Ranked	15.2 - Utilities: Light & Power - Core Operations Offer Type: Ongoing	11,822,559	0	0	11,822,559 *Light & Power*	0
Not Ranked	15.3 - Utilities: Light & Power - System Additions & Replacements Offer Type: Asset Management-Ongoing	6,256,551	0	0	6,256,551 *Light & Power*	0
Not Ranked	43.1 - Downtown General Improvement District (GID) - Operating Budget Offer Type: Ongoing	229,731	0	0	229,731 *General Improvement District 1*	0
Not Ranked	43.3 - Economic Health: Business & Workforce Support Offer Type: Ongoing	561,815	162,759	399,056 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0
Not Ranked	43.4 - Economic Health: Leadership & Capital Projects Offer Type: Ongoing	736,829	0	736,829	0	0
Not Ranked	45.1 - Urban Renewal Authority Offer Type: Ongoing	978,152	0	0 *URA - N. College District*	978,152	0
Not Ranked	45.2 - Urban Renewal Authority Debt Service Offer Type: Ongoing	4,206,944	0	0 *URA - N. College District*	4,206,944	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	55.1 - Downtown Parks and Amenities Maintenance Offer Type: Ongoing	2,214,590	452,000 *CCIP Capital Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	1,672,590 *General Improvement District 1 Park Fees*	90,000	0
Not Ranked	55.2 - Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square Offer Type: Ongoing	628,285	628,285 *DDA Contributions*	0	0	0
Not Ranked	68.1 - Sustainability Services - Metro Districts Offer Type: Ongoing	10,000	0	10,000	0	0
24	15.11 - Utilities: Light & Power - AEDs and Tools Offer Type: 1-Time Enhancement	100,000	0	0	100,000 *Light & Power*	0
25	15.10 - Utilities: Light & Power - System Relocations Due to Road, Intersection and Alley Improvements Offer Type: Capital Project	400,000	0	0	400,000 *Light & Power*	0
26	43.5 - Economic Health: 2.0 FTE Classified - Multicultural Business and Entrepreneurship Center (Inclusive Business Support) - formerly ARPA funded Offer Type: Enhancement	108,670	0	108,670	0	0
27	8.19 - Connexion - 3.0 FTE Customer Service Representatives Offer Type: Enhancement	89,314	0	0	89,314 *Broadband*	0
28	15.17 - Utilities: Light & Power - Substation access control and security technology upgrades Offer Type: Capital Project	500,000	0	0	500,000 *Light & Power*	0
29	8.10 - Connexion - 1.0 FTE Network Engineer 1 - Network Operations Offer Type: Enhancement	0	0	0	0 *Broadband*	0

ECONOMIC HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
30	15.16 - Utilities: Light & Power - Rear Lot to Front Lot Electrical Conversions Offer Type: Capital Project	400,000	0	0	400,000 *Light & Power*	0
31	8.17 - Connexion - 1.0 FTE GIS Analyst II, Connexion Outside Plant – Utilities GIS Offer Type: Enhancement	114,383	0	0	114,383 *Broadband*	0
33	8.13 - Connexion/Utility Network Geographic Information System (GIS) Upgrade Offer Type: Enhancement	75,000	0	0	75,000 *Broadband*	0
36	8.11 - Connexion - 1.0 FTE Technical Project and Vendor Manager, Network Operations Offer Type: Enhancement	56,337	0	0	56,337 *Broadband*	0
37	8.16 - Connexion - 1.0 FTE Geodatabase Administrator, Utilities GIS Offer Type: Enhancement	96,246	0	0	96,246 *Light & Power* *Broadband*	0
38	15.18 - Utilities: Light & Power - Maximo Software Consultation Offer Type: Capital Project	375,000	0	0	375,000 *Light & Power*	0
39	15.15 - Utilities: Light & Power - Training Field and Lab Enhancements Offer Type: Capital Project	100,000	0	0	100,000 *Light & Power*	0
41	15.12 - Utilities: Light & Power - GIS & Electrical System Study Consultation Offer Type: 1-Time Enhancement	75,000	0	0	75,000 *Light & Power*	0
42	8.7 - Connexion - 2.0 FTE Contractual Conversion to Classified – 2 Field Sales Representatives Offer Type: Enhancement	172,884	0	0	172,884 *Broadband*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
44	8.8 - Connexion - 2.0 FTE Field Sales Representatives Offer Type: Enhancement	170,000	0	0	170,000 *Broadband*	0
	Funded Offers	**162,126,322**	**3,021,044**	**2,927,145**	**156,178,133**	**0**
43	43.6 - Economic Health: 1.0 FTE Lead Specialist, Development Business Liaison and Program Offer Type: Enhancement	84,167	0	84,167	0	0
	Unfunded Offers	**84,167**	**0**	**84,167**	**0**	**0**
	Total Offers	**162,210,489**	**3,021,044**	**3,011,312**	**156,178,133**	**0**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	8.1 - Connexion - Customer Service Offer Type: Ongoing	639,735	0	0	639,735 *Broadband*	0
Not Ranked	8.2 - Connexion - Sales and Marketing Offer Type: Ongoing	4,895,970	0	0	4,895,970 *Broadband*	0
Not Ranked	8.3 - Connexion - Network Operations Offer Type: Ongoing	2,663,063	0	0	2,663,063 *Broadband*	0
Not Ranked	8.4 - Connexion - Outside Plant Offer Type: Ongoing	1,700,636	0	0	1,700,636 *Broadband*	0
Not Ranked	8.5 - Connexion - Director's Office Offer Type: Ongoing	1,304,361	0	0	1,304,361 *Broadband*	0
Not Ranked	12.1 - Convention and Visitors Bureau Annual Support Offer Type: Ongoing	1,827,000	1,827,000 *Lodging Taxes*	0	0	0
Not Ranked	15.4 - Utilities: Light & Power - Vehicles & Equipment Offer Type: Asset Management-Ongoing	968,440	0	0	968,440 *Light & Power*	0
Not Ranked	15.5 - Utilities: Light & Power - Electric Substation Capital Upgrade Program Offer Type: Asset Management-Ongoing	800,000	0	0	800,000 *Light & Power*	0
Not Ranked	15.6 - Utilities: Light & Power - Electric Distribution Transformer Replacement Program Offer Type: Asset Management-Ongoing	2,000,000	0	0	2,000,000 *Light & Power*	0
Not Ranked	15.7 - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program Offer Type: Asset Management-Ongoing	1,106,866	0	0	1,106,866 *Light & Power*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	15.8 - Utilities: Light & Power - Electric System Cable Replacement Program Offer Type: Asset Management-Ongoing	500,000	0	0	500,000 *Light & Power*	0
Not Ranked	15.9 - Utilities: Light & Power - Distribution Automation Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Light & Power*	0
Not Ranked	15.1 - Utilities: Light & Power - Wholesale Purchased Power Offer Type: Ongoing	120,545,000	0	0	120,545,000 *Light & Power*	0
Not Ranked	15.2 - Utilities: Light & Power - Core Operations Offer Type: Ongoing	12,144,610	0	0	12,144,610 *Light & Power*	0
Not Ranked	15.3 - Utilities: Light & Power - System Additions & Replacements Offer Type: Asset Management-Ongoing	6,442,831	0	0	6,442,831 *Light & Power*	0
Not Ranked	43.1 - Downtown General Improvement District (GID) - Operating Budget Offer Type: Ongoing	230,689	0	0	230,689 *General Improvement District 1*	0
Not Ranked	43.3 - Economic Health: Business & Workforce Support Offer Type: Ongoing	572,429	162,759 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	409,670	0	0
Not Ranked	43.4 - Economic Health: Leadership & Capital Projects Offer Type: Ongoing	762,373	0	762,373	0	0
Not Ranked	45.1 - Urban Renewal Authority Offer Type: Ongoing	726,400	0	0	726,400 *URA - N. College District*	0
Not Ranked	45.2 - Urban Renewal Authority Debt Service Offer Type: Ongoing	4,056,573	0	0	4,056,573 *URA - N. College District*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	55.1 - Downtown Parks and Amenities Maintenance Offer Type: Ongoing	2,282,311	440,000 *CCIP Park Fees* *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	1,752,311	90,000 *General Improvement District 1*	0
Not Ranked	55.2 - Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square Offer Type: Ongoing	701,733	701,733 *DDA Contributions*	0	0	0
Not Ranked	68.1 - Sustainability Services - Metro Districts Offer Type: Ongoing	10,000	0	10,000	0	0
24	15.11 - Utilities: Light & Power - AEDs and Tools Offer Type: 1-Time Enhancement	0	0	0	0 *Light & Power*	0
25	15.10 - Utilities: Light & Power - System Relocations Due to Road, Intersection and Alley Improvements Offer Type: Capital Project	400,000	0	0	400,000 *Light & Power*	0
26	43.5 - Economic Health: 2.0 FTE Classified - Multicultural Business and Entrepreneurship Center (Inclusive Business Support) - formerly ARPA funded Offer Type: Enhancement	306,484	0	306,484	0	0
27	8.19 - Connexion - 3.0 FTE Customer Service Representatives Offer Type: Enhancement	179,495	0	0	179,495 *Broadband*	0
28	15.17 - Utilities: Light & Power - Substation access control and security technology upgrades Offer Type: Capital Project	500,000	0	0	500,000 *Light & Power*	0
29	8.10 - Connexion - 1.0 FTE Network Engineer 1 - Network Operations Offer Type: Enhancement	105,170	0	0	105,170 *Broadband*	0

ECONOMIC HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
30	15.16 - Utilities: Light & Power - Rear Lot to Front Lot Electrical Conversions Offer Type: Capital Project	400,000	0	0	400,000 *Light & Power*	0
31	8.17 - Connexion - 1.0 FTE GIS Analyst II, Connexion Outside Plant – Utilities GIS Offer Type: Enhancement	118,108	0	0	118,108 *Broadband*	0
33	8.13 - Connexion/Utility Network Geographic Information System (GIS) Upgrade Offer Type: Enhancement	125,000	0	0	125,000 *Broadband*	0
36	8.11 - Connexion - 1.0 FTE Technical Project and Vendor Manager, Network Operations Offer Type: Enhancement	99,759	0	0	99,759 *Broadband*	0
37	8.16 - Connexion - 1.0 FTE Geodatabase Administrator, Utilities GIS Offer Type: Enhancement	132,466	0	0	132,466 *Light & Power* *Broadband*	0
38	15.18 - Utilities: Light & Power - Maximo Software Consultation Offer Type: Capital Project	375,000	0	0	375,000 *Light & Power*	0
39	15.15 - Utilities: Light & Power - Training Field and Lab Enhancements Offer Type: Capital Project	100,000	0	0	100,000 *Light & Power*	0
41	15.12 - Utilities: Light & Power - GIS & Electrical System Study Consultation Offer Type: 1-Time Enhancement	75,000	0	0	75,000 *Light & Power*	0
42	8.7 - Connexion - 2.0 FTE Contractual Conversion to Classified – 2 Field Sales Representatives Offer Type: Enhancement	178,654	0	0	178,654 *Broadband*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ECONOMIC HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
44	8.8 - Connexion - 2.0 FTE Field Sales Representatives Offer Type: Enhancement	177,910	0	0	177,910 *Broadband*	0
	Funded Offers	**170,354,066**	**3,131,492**	**3,240,838**	**163,981,736**	**0**
43	43.6 - Economic Health: 1.0 FTE Lead Specialist, Development Business Liaison and Program Offer Type: Enhancement	113,374	0	113,374	0	0
	Unfunded Offers	**113,374**	**0**	**113,374**	**0**	**0**
	Total Offers	**170,467,440**	**3,131,492**	**3,354,212**	**163,981,736**	**0**

ECONOMIC HEALTH

8.1 Connexion - Customer Service - *Offer Type: Ongoing* - Funded

2025 - $623,879

2026 - $639,735

Customer Service Representatives support telephone inquiries related to payments and delinquent accounts. Transactions include establishing or discontinuing service; taking payments and making payment arrangements or offering assistance; responding to outages and emergencies; explaining Connexion bills and rates; educating about additional products, packages and programs; and answering general inquiries. Employees staff the counter for payments, service transactions and identity verification.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.2 Connexion - Sales and Marketing - *Offer Type: Ongoing* - Funded

2025 - $4,703,054

2026 - $4,895,970

This offer supports the ongoing work of building out a community-wide fiber to the home/business network (Connexion). Services include both residential and business internet, phone and video options. Communication services includes the cost of goods sold of internet, phone and video which are all expected to increase as customer growth continues.

Connexion Marketing & Sales maximizes opportunities to inform and engage Fort Collins residents and businesses about Fort Collins Connexion and its services. The marketing objective is to secure a 45% market share by the end of 2026 by installing one or more services per premise. The long-term goal is to reach a 50 65% market share, which is measured by take rate. Take rate is calculated by taking the number of customers as a percentage of the serviceable addresses (addresses where service is available).

This will be accomplished using a variety of tactics that will provide brand, product and service recognition. The Connexion sales team works with medium to enterprise-level businesses to provide standard and customized internet, phone and video broadband services. Sales also supports multi-family dwellings and HOA relationships to develop bulk or custom services.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.3 Connexion - Network Operations - *Offer Type: Ongoing* - Funded

2025 - $2,580,467

2026 - $2,663,063

This offer funds Connexion networks and staff that provide the infrastructure for internet, voice and video services for all residential and commercial customers. These networks, which are foundational to the success of delivering Connexion services to end customers, are based on a resilient and secure architecture. Additionally, Connexion networks provide the infrastructure required to enable transport services to intergovernmental agreement (IGA) partners Loveland Pulse and Estes Park Trailblazer.

Network Operations and Technical Support staff assist all ratepayers with product and service issues, monitor performance and perform upgrades, design and implement network architecture, and provide outstanding customer service at all levels. Continuous investment in Connexion networks and staff training is critical to avoiding service interruptions from external and internal events.

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Specifically, this offer funds network operations that include the physical devices and personnel required to guarantee high availability and smooth operation of Connexion networks to deliver internet, phone and video services across the entire community:

- Hardware maintenance: upgrading Connexion network equipment, which includes switches, routers, security and licensing appliances, video cache servers, and customer end premises equipment.
- Software maintenance: upgrading/patching switch and router firmware and devices that provide accurate monitoring, accounting and alerting, and reduce cybersecurity risks.
- Professional services: augments Connexion's capacity to innovate on existing solutions when Connexion personnel lack either expertise or bandwidth to perform necessary upgrades or expansions of network services.
- A team of Network Operations staff that provide 24/7 technical support to Connexion, Loveland Pulse and Estes Park Trailblazer.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.4 Connexion - Outside Plant - *Offer Type: Ongoing* - Funded

2025 - $1,649,942

2026 - $1,700,636

This offer supports the continued provision of Connexion internet, phone and TV to residents of Fort Collins and particularly focuses on the Outside Plant portion of Connexion.

The Outside Plant (OSP) Team is responsible for building, maintaining and managing the fiber infrastructure for the Connexion network as well as the existing City of Fort Collins fiber network infrastructure. As Connexion grows, the OSP team (including its contractors, vendors and employees) is responsible for adding residential and commercial customers to this network. This offer also supports the education and training investment around this type of work. This team plays a key role in installing every new customer, bringing cable and equipment from the curb to inside the home or business. OSP responds to all network outages that involve damage to Connexion infrastructure and has the technical ability to repair conduit, cables and the splices that tie all of the fiber optics strands together to provide network continuity to customers. OSP manages the data for the physical network, which supports continuity of service and long uptimes, accurate customer billing, simple and efficient installs of new customers, and the ability to ensure quality service to all ratepayers. OSP continues to build out the network to areas that grant legal access to the utility where there is no public right of way.

Further, OSP provides site visits to all ratepayers experiencing difficulties with their Connexion services. OSP works to troubleshoot issues that exist with the physical network and engages customers in education related to any problems they have with their own equipment or network, all while ensuring a great customer experience that is second-to-none in the industry.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.5 Connexion - Director's Office - *Offer Type: Ongoing* - Funded

2025 - $1,256,574

2026 - $1,304,361

This offer supports the focus of both residential and commercial customer acquisition, take rate, and the build out of the system expected to be completed by the end of 2025. Take rate is calculated by taking the number of customers as a percentage of the serviceable addresses (premises where service is available).

This offer funds the Connexion director, finance, administration, and the ongoing Connexion customer management system (GLDS) costs. This is a subscription

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service with costs based on the number of subscribers.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.7 Connexion - 2.0 FTE Contractual Conversion to Classified – 2 Field Sales Representatives - *Offer Type: Enhancement* - Funded

2025 - $172,884

2026 - $178,654

The field sales representative role is critical in Connexion's ability to engage and acquire new customers in the residential space. This role serves as an ambassador at all community events and acquires new customers through a variety of channels that best meet the customer's needs. This white glove, consultative approach allows Connexion to capture customers that would otherwise hesitate to switch or not sign up at all due to the complications of transitioning internet service providers.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- HPG - 24/7/365 Operational Excellence

8.8 Connexion - 2.0 FTE Field Sales Representatives - *Offer Type: Enhancement* - Funded

2025 - $170,000

2026 - $177,910

The field sales representative role is critical in Connexion's ability to engage and acquire new customers in the residential space. This role serves as an ambassador at all community events and acquires new customers through a variety of channels that best meet the customer's needs. This white glove, consultative approach allows Connexion to capture customers that would otherwise hesitate to switch or not sign up at all due to the complications of transitioning internet service providers.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- HPG - 24/7/365 Operational Excellence

8.10 Connexion - 1.0 FTE Network Engineer 1 - Network Operations - *Offer Type: Enhancement* - Funded

2025 - $0

2026 - $105,170

Network Engineering delivers implementation, operational and product development for Connexion's product service line and network infrastructure. On average, Network Engineering has 75+ backlogged projects in their queue. As the subscriber base and digital equity footprint increase, this project backlog will continue to grow. These projects vary in criticality and purpose and support both Connexion network stability and future growth. As Connexion moves from buildout to ongoing growth and operational excellence, the environment is no longer a greenfield and requires more focus on operational readiness, stability and availability to avoid technical debt and unplanned outages caused by a lack of ongoing maintenance.

Additional Network Engineering resources are necessary to ensure Connexion's ability to be agile when defining and implementing new and/or innovative products while also ensuring an exceptional experience for our subscriber base.

This offer supports:

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- Resource availability based on subscriber growth and footprint, network capacity demands, and network maintenance requirements.
- Improved and more timely network maintenance and operational support, which drives operational excellence and a quality experience for all subscribers.
- Better alignment of resources to project and task work, ensuring the right role provides the right level of support based on grade and expertise.
- Improved business onboarding experience by freeing Senior Network Engineers to provide more robust Sales Engineering Support.
- Reduced new product development and release time in Network Engineering, allowing for a quicker release of service to suppliers.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.11 Connexion - 1.0 FTE Technical Project and Vendor Manager, Network Operations - *Offer Type: Enhancement* - Funded

2025 - $56,337

2026 - $99,759

Connexion Network Engineering delivers ongoing operational and product development support. On average, Network Engineering has 75+ backlogged projects in their queue. These projects are either being managed by the same engineers performing the work or not at all. The lack of focus on project management leads to longer timelines, lack of transparency, and at times poor planning and communication. The addition of a Technical Project and Vendor Manager would bring the following capabilities to Connexion:

- Improved project timelines, costs and resourcing oversight
- Ability to narrow in on Service Level Agreements (SLAs) and Scope of Work (SOW) ensuring vendor performance and accountability
- More detailed attention to invoicing against vender performance to deliverables and timelines
- Bring focus on internal communication, coordination and planning between teams
- Drive IGA and regional partnership projects
- Allow for improved budgeting, asset management and financial transactions

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.13 Connexion/Utility Network Geographic Information System (GIS) Upgrade - *Offer Type: Enhancement* - Funded

2025 - $75,000

2026 - $125,000

This offer is to provide vendor support to upgrade the ESRI GIS networking software from Geometric Network to Utility Network. These networks function to connect different pieces of spatial data – the data showing the location of two cables meeting at a splice closure on the GIS maps contains an underlying relationship between a fiber in one of the cables spliced to a fiber the other cable. They involve highly complex database relationships that undergird each Utility's mapping data and provide the relationships between each individual piece of utility infrastructure. This is crucial to our ability to map and understand the path that water, electricity or light take to reach each individual customer.

Without these interrelationships, the logical flow from the distribution points to the customers is lost, and with it, the utilities lose the ability to carefully make changes to networks, troubleshoot outages, map out capacity planning and understand the ability to expand into new developments.

The project will entail the use of vendors to transfer all of the data from the current Geometric Network to the new Utilities Network and is estimated to take two years. To give an example of the complexity involved – the Connexion network currently has 416,388 splices within 10,673 splice locations, connecting one fiber from one cable to another fiber in a second cable.

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This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.14 1.0 FTE GIS Manager, Utilities GIS - *Offer Type: Enhancement* - Unfunded

2025 - $101,252

2026 - $139,341

Connexion, Light & Power, and Water are jointly submitting this enhancement offer for a Manager position to oversee the new Utilities GIS working group.

City of Fort Collins Utilities rely heavily on Geographic Information Systems (GIS) to map infrastructure accurately, plan efficiently and respond swiftly to emergencies. GIS personnel have been distributed within the individual utilities departments that use the systems. Moving forward, after much discussion and deliberation with the subject matter experts alongside leadership within the various utilities and IT, the City plans to move forward with a consolidated organizational structure for GIS within Utilities. This reflects the specialty of the work that utilities do with GIS as well as the clear necessity of daily, in person collaboration among the GIS personnel who maintain and build the digital assets in GIS and the crews who care for and construct the physical infrastructure in the field.

The manager of this group will play a key role in the specialized oversight of expert GIS analysts, technicians and systems integrators who provide all the benefits of these systems to the Utilities. The person filling this position will have GIS experience and knowledge, allowing for expert assistance, quality assurance and professional development of the Utilities GIS personnel.

The manager will coordinate closely with each of the utilities that rely heavily on GIS for their day to day activities and ensure that the delivery of services, collaborative problem solving, and constructive ease-of-use improvements for the field crews move smoothly and promptly.

The consolidation of GIS into this structure allows this single point of management to spearhead the work with IT to plot effective paths forward for software upgrades, new technology implementations, and systems integrations.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

8.15 Connexion - 1.0 FTE Application Analyst II, Network Operations - *Offer Type: Enhancement* - Unfunded

2025 - $90,241

2026 - $108,944

Connexion's operational support footprint continues to grow and mature in alignment with our customer population and transition from a green field support model to a more mature model focusing on ongoing operational excellence and the customer experience. To maintain service delivery expectations and avoid technology debt within the environment, additional software is becoming necessary to help automate processes.

Connexion uses GLDS as the Customer Information and Billing system for services. GLDS provides billing, start and stop of service, online subscription, and other mission-critical services. This system is currently being supported by a single Application Analyst II. Not having additional Application Analysts leaves these Connexion services vulnerable.

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Changes to the initial system configurations are also becoming more and more necessary as part of this maturing process. These shifts, along with growing responsibilities of the Network Engineering team currently providing this support, drive the need for a dedicated Application Analyst II. Services that will be supported by the Application Analyst II include but are not limited to the following:

- Event Management: This system provides monitoring and alerting for critical network infrastructure.
- Fresh Desk Service Management: Fresh Desk is the Connexion Service Management portal and ticketing system that supports the Connexion customer community and is used to deliver support services. This system provides critical information regarding the type of engagements submitted, allows for tracking of incidents and problems, and provides performance metrics regarding response and resolution times. The tool also provides workflow capabilities to allow for seamless communications and handoff of work orders between Connexion teams.
- Connexion Billing: This system provides Connexion billing and start/stop services for customers. This is a Connexion mission-critical system.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.16 Connexion - 1.0 FTE Geodatabase Administrator, Utilities GIS - *Offer Type: Enhancement* - Funded

2025 - $96,246

2026 - $132,466

This joint offer between Light & Power (L&P), IT, and Connexion proposes an additional FTE to serve as a GeoDatabase Administrator (gDBA) for all Enterprise Geodatabases in the City that are currently used to store and manage geospatial data.

This position would manage and maintain the Enterprise Geodatabases that store critical geospatial data with the Geographic Information System (GIS). Key tasks would include:

- Database Design: ensuring data models are managed, updated and optimized in accordance with IT and GIS best practices
- Data Management: ensuring data accuracy, consistency and completeness
- Database Administration: tuning for performance optimization, user access control and security management
- Integration and Interoperability: providing or assisting with integration with other systems
- Metadata Management: documenting data sources, content, quality and usage information
- Versioning and Change Management: managing versioned editing and change tracking within the geodatabase to maintain data integrity

This position is essential for the reliability of spatial data infrastructure. Currently, the shared L&P and Connexion database does not have a reliable resource for completing simple tasks such as resetting a password or modifying a table in a fashion that does not disrupt GIS functionality. The complexities of managing geospatial data and the intricacies of networked spatial data require this individual should have skills that are specific to managing networked geodatabases. The absence of a long term solution for managing the critical storage mechanisms for the GIS platform puts greatly reduces database integrity and efficiency and will hinder upcoming projects to modernize the GIS platform across the City. The gDBA would work in accordance with ITIL best practices as established by City IT and Data Management best practices as prescribed by established Data & GIS Governance Boards.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

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8.17 Connexion - 1.0 FTE GIS Analyst II, Connexion Outside Plant – Utilities GIS - *Offer Type: Enhancement* - Funded

2025 - $114,383

2026 - $118,108

This offer serves to open a position in Connexion that has been on loan to Connexion from Light & Power. The GIS Analyst II position for Connexion is currently a headcount within L&P. This position currently works 100% for Connexion andhas expertise and skills specifically toward fiber GIS applications and uses, including ArcFM, Wavepointe, ArcMap, and ArcGIS Pro.

The Analyst II position is responsible for maintaining the network as builts showing the type and size of all portions of the Connexion Outside Plant infrastructure. More than simple editing, the Analyst II position creates and maintains webmap applications that are tailored to specific field functions and are vital for day to day operations as Connexion installs new customers. It also builds out circuits for the fast and efficient tracing of which customers' service travels along cables in the network. This gives Connexion end to end connectivity for nearly 20,000 customers and is vital for the ability to respond to outages, plan for capacity needs, and easily know how individual customers are affected by network changes. The analyst further performs high level analysis of the network and creates summary dashboards for management review.

This position trains and provides technical support to junior analysts and technicians, collaborates with engineering on network design and architecture as built, assists in process development for field technician tasks that can be captured directly into the GIS environment, and builds out the applications to support those tasks. The analyst collaborates daily on structure and process improvements to the data, assists field crews in the use of GIS technologies, and has the expertise to provide GIS solutions for management and stakeholder requests.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.19 Connexion - 3.0 FTE Customer Service Representatives - *Offer Type: Enhancement* - Funded

2025 - $89,314

2026 - $179,495

Funding this offer will allow Connexion Customer Service to deliver exceptional customer service as the customer count continues to grow and aide in operational efforts to deliver critical services to Connexion customers. This includes managing the customer billing system, digital equity discounts, promotion tracking and delivery, payments, new customer onboarding, and communications through in person, phone or email communications.

A large factor in residents' desire for a municipal broadband service was the customer experience received during each customer touch point. Connexion maintaining the necessary staff to meet an exceptional level of service is critical to its ability to maintain competitive footing in the marketplace and deliver on resident expectations.

Connexion will fill FTE's once the following criteria are met:

- First FTE filled immediately to divest from ongoing reliance on temporary staffing agencies to meet its minimum of 5 customer service representatives.
- Second FTE filled upon reaching 21,500 customers to accommodate the associated increase in visits and call volume.
- Third FTE filled upon reaching 23,000 customers to accommodate the associated increase in visits and call volume.

To maintain a competitive abandon rate of 5% during 2025 and 2026, Connexion strives to achieve 460 calls per representative per calendar month. Customer growth data forecasts an additional 2 representatives in 2025 and 1 representative in 2026 are needed to maintain this handle rate due to the impact additional customers have on the total inbound call volume.

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Customer Service's purpose requires service delivery to customers of all races, ethnicities, religions, ages, genders, orientations, socioeconomic status and/or mental or physical abilities. Systems and training are evaluated to ensure delivery is equitable, empathetic and compassionate. CCT collaborates with others to assist customers with tools and programs to help them save resources and money.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

8.20 1.0 FTE GIS Technician - Connexion/Utilities GIS - *Offer Type: Enhancement* - Unfunded

2025 - $81,153

2026 - $108,839

This joint offer between Light & Power (L&P) and Connexion proposes an additional FTE for the purpose of conforming the conduit as built GIS data to the reality in the field.

L&P and Connexion map conduit in the same GIS layer, as Connexion used spare L&P conduits during the main build out of the network with a goal of reducing costs for the build. Without a resource assigned to the work of maintaining the joint conduit digital twin of the infrastructure, this layer has fallen into serious disrepair. This lack of trust in the integrity of the data creates additional field crew costs as individual pathways must be manually verified. Even the most basic functions, such as confirming where Connexion is within L&P conduit in contrast to newly placed Connexion conduit, are not able to be carried out with certainty due to the lack of attention to this piece of the network.

This position will provide the following:

- Specialized Expertise: The GIS Technician will possess specialized skills in GIS data management and analysis, specifically tailored to rectifying neglected conduit layers.

- Collaboration: Collaborating with field crews is essential for accurately identifying discrepancies and rectifying GIS conduit layers. This position will facilitate seamless coordination between field crews and GIS teams.

- Data Accuracy: Rectifying neglected GIS conduit layers will ensure the accuracy and reliability of infrastructure data, essential for effective decision making and resource allocation.

- Long Term Savings: Investing in rectifying the GIS conduit layer now will prevent future errors and inefficiencies, saving costs associated with incorrect data.

- Improved Infrastructure Management: By collaborating with field crews, the GIS Technician will contribute to enhanced infrastructure management practices, promoting efficiency and reliability.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

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8.21 1.0 FTE Geo-Systems Integrator, Connexion/Utilities GIS - *Offer Type: Enhancement* - Unfunded

2025 - $81,153

2026 - $108,839

This joint offer between Light & Power (L&P) and Connexion proposes an additional FTE to serve as Geo Systems Integrator for all the current geospatial systems used by both L&P and Connexion.

This position would provide scripting skills and systems interoperability skills to bear on the dozens of geospatial systems currently in use for various purposes. L&P has many systems, including the ADMS system, Maximo, the as built mapping in GIS, along with webmaps and applications used by the locating crews that are not cohesively connected automatically. On the Connexion end, the Broadhub billing system only tenuously interacts with the GIS as builts and Freshdesk customer issue ticketing system. This position would serve to integrate the various softwares and structures in place so that information housed in one system can be referenced in another and used for analysis across the board, and so the utilities can have a heightened ability to interact with their various data sources.

Individual softwares provide specific functionality that focus on a particular use, such as the billing system showing which addresses are serviceable for Connexion, but the GIS system that shows which addresses have a fiber cable placed to the residence needs to display that information to the locators so that they can protect the underground infrastructure. This is done now through a largely manual process in the absence of scripting skills and abilities to get the two systems to talk to each other. This position would provide a great ability to leverage data across systems and datasets to provide increasingly ingenuous ways to provide better service to more customers.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

12.1 Convention and Visitors Bureau Annual Support - *Offer Type: Ongoing* - Funded

2025 - $1,778,000

2026 - $1,827,000

The City contracts with Visit Fort Collins (VFC) to provide convention and visitor services. Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and other associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area craft brewers, the Downtown Development Authority, North Business Association, Outreach Fort Collins, the River District, Midtown Business Improvement District, the Fort Collins Tourism Improvement District, and multiple City departments.

VFC produces numerous marketing tools including a website that hosts a popular calendar featuring local events and cultural activities, including a section for residents; a robust blog; social media channels including Instagram, Facebook, Twitter, Snapchat and Pinterest; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents.

With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

Sustainability programs are a major part of VFC’s public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural

environment.

VFC leverages the Downtown Visitor Information Center to inform visitors and residents of the many recreational and cultural activities in Fort Collins. The Certified Tourism Ambassador program engages and educates all aspects of the community in tourism.

This Offer supports the following Strategic Objectives:

- ECON 1 - Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability
- C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

15.1 Utilities: Light & Power - Wholesale Purchased Power - *Offer Type: Ongoing* - Funded

2025 - $113,400,000

2026 - $120,545,000

This offer will fund the purchase of wholesale electric power from Platte River Power Authority (PRPA).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

PRPA is governed by an eight person Board of Directors that includes the mayor (or a designee of the mayor) of each owner community. The other four directors are appointed to four year staggered terms by the governing bodies of the owner community. In this respect, Fort Collins' strategic objectives are represented within the organization.

PRPA was the first electricity generator in the region to provide wind energy to customers in Colorado. It more than tripled its wind and solar supply since 2013 and tripled it again in 2020 with the addition of the 225 megawatt (MW) Roundhouse project. Currently in 2024, more than 35% of the electricity supplied to PRPA's owner municipalities comes from carbon-free resources (hydro, wind and solar), which ranks among the highest levels provided by wholesale electric suppliers in the Rocky Mountain Region and is about twice the national average.

PRPA's vision is to be a respected leader and responsible power provider improving the region's quality of life through a more efficient and sustainable energy future.

While driving utility innovation, its mission is to safely provide reliable, environmentally responsible and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.

Since its inception, PRPA has demonstrated a strong commitment to environmental stewardship and continuously reviews and improves environmental performance, policies and sustainable business practices.

This Offer supports the following Strategic Objectives:

- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

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15.2 Utilities: Light & Power - Core Operations - *Offer Type: Ongoing* - Funded

2025 - $11,822,559

2026 - $12,144,610

This offer will fund the ongoing operation of the Administration and General Operations, Electrical Engineering, Operations and Technology, and Electric Field Services departments, comprised of Electric Standards Engineering, Electric System Substations and Control, Smart Grid and System Operations, and Electric Systems Engineering for the City's Light & Power (L&P) electric utility.

To ensure system integrity, City electric facilities are designed, operated and maintained by qualified personnel. This offer consists of personnel and associated overhead costs to support management of the L&P organization; system design, planning and maintenance of electrical infrastructure; and operating the City's substation and electric system controls. Tools and safety equipment related to design, operation and construction practices are included.

L&P has installed more than 99.99% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses. Work in this budget cycle will include proactive maintenance on the existing, aging system, converting areas with electric systems in the backyards of residences to be served from the street frontage, upgrading aging distribution transformers, and many other tasks to keep the electric system in optimal condition.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.3 Utilities: Light & Power - System Additions & Replacements - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $6,256,551

2026 - $6,442,831

This offer will fund additional electric infrastructure to serve new residential and commercial developments, as well as upgrades to existing infrastructure when existing customers need additional capacity. This offer supports the up-front capital expenses needed for construction materials and use of construction equipment prior to the recovery of costs that come through the development process.

The efforts supported by this offer include new customer connections, new subdivision construction, infill development, system improvements and reliability improvements. The offer excludes transformers (which are included in Offer 15.6) and focuses on labor, distribution system construction materials and equipment costs. These projects differ from New Capacity projects in that:

- They benefit only the parcel owner in which the new infrastructure is associated.
- They are initiated at the request of the owner/developer.
- The costs to install new electric infrastructure are recovered through Electric Capacity Fees and system modification expenses assessed at the time of development.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.4 Utilities: Light & Power - Vehicles & Equipment - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,049,250

2026 - $968,440

This offer includes heavy equipment, trucks, and vehicles used in the construction, operation, maintenance, and repair of the electric system. Some cost

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increases are expected due to the exploration and implementation of alternative fuel vehicles and inflationary pressures.

Light & Power follows guidelines from the fleet group in Operation Services to make recommendations for vehicle replacements. These guidelines consider lifecycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).

All new vehicle units have automatic vehicle location (AVL) units installed to provide vehicle locations for our operational systems. This allows more efficient routing of vehicles to work sites and outages by determining the closest crew to dispatch.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.5 Utilities: Light & Power - Electric Substation Capital Upgrade Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $800,000
2026 - $800,000

Substations are the source and protection for the power distribution system and represent an asset investment to the City of approximately $60 million. In 2025 2026, funds will be focused on various substation projects that will contribute to the long-term health and reliability of the system and will include attention to their impact as they relate to diversity, equity and inclusion. By funding these projects, Utilities ensures that funds are budgeted for in advance to allow planned capital improvements rather than waiting for a catastrophic event that may force Utilities to take on additional debt or increase rates to fund repairs. Avoiding rate increases is important as they affect underserved and lower income communities disproportionately. Additionally, these projects are planned for several different substations, some of them older, which will benefit a diverse section of the community.

Projects planned as part of this offer include building equipment and site improvements, transformer preventative maintenance, improvements and repairs, protective relay and communication systems upgrades, and substation security improvements. Additional funds are anticipated to be used for unexpected equipment failures and maintenance.

An important aspect of a substation transformer's operation and health is the insulating oil inside the transformer that not only acts as a dielectric, but is also critical for cooling the transformer and maintaining a stable internal temperature to achieve safe and reliable performance. Maintaining transformer oil integrity will make the most of transformer assets. To do this, Utilities will repair or install new radiators, replace gaskets and valves, and monitor oil contents thus reducing potential environmental hazards and ensuring reliability and long transformer life.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.6 Utilities: Light & Power - Electric Distribution Transformer Replacement Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $2,000,000
2026 - $2,000,000

With the growth of residential rooftop solar, electric vehicles and beneficial electrification, Light & Power expects an increase in loading on distribution transformers. Light & Power will use this fund to provide new transformers for developments, upgrades, and replacements for aging transformers to meet customer demands as required. In any given year, transformers in the field are installed as part of normal system expansion and replaced following condition assessments that indicate end-of-life conditions, for service upgrades, or because of overloading conditions stemming from customer load growth.

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Moreover, maintenance inspections continue to identify transformers that require proactive replacement due to leaks, corrosion, and mechanical issues (i.e., cracked bushings). Although there is uncertainty between the electric industry's loading forecasters' prediction of load growth over the next 20 years, Light & Power anticipates the short term demand for larger capacity transformers to rise in alignment with the proliferation of electric vehicles and heat pump systems. Additionally, as the City continue to strive toward meeting Our Climate Future (OCF) goals, Light & Power anticipates distributed energy resources (DER) will continue to increasingly populate the electric distribution system, further impacting aging in service transformers. To maintain exceptional electric service reliability and meet these varying loading demands, Light & Power must continue to stock a healthy level of distribution transformers in the warehouse.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

15.7 Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,106,866

2026 - $1,106,866

Light emitting diode (LED) streetlights last three to four times longer than high pressure sodium (HPS) streetlights and up to 10 times longer than metal halide (MH) streetlights, which is one of the primary justifications for streetlight replacements. Lighting technologies using LEDs can:

- Improve energy efficiency by using, on average, 60% less energy than HPS and MH lights
- Reduce maintenance costs through increased lifecycle performance
- Reduce light trespass, sky glow and glare when correctly implemented

An attrition based program will convert streetlights to LED when the existing components in high intensity discharge (HID) lights fail. HID lights include HPS, metal halide and mercury vapor lights. All these types of HID lights currently exist in the City’s streetlighting system, although the population of HID lights continues to diminish as 74.6% of HID lights in the City’s system have been replaced since this program was first initiated in 2015. Completion for the replacement program will be in 2027 at current HID failure rates.

As technologies, time and budget allow, Fort Collins Utilities also will explore the viability of streetlight control and monitoring technologies that could reduce the cost of sending crews out on patrol to identify failing lights and allow for future dynamic control of streetlighting.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.8 Utilities: Light & Power - Electric System Cable Replacement Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $500,000

2026 - $500,000

The projects supported by this offer include system improvements made by replacing infrastructure that is nearing end of life and/or is impacted by ambient environmental conditions that are degrading its condition.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first placed underground are reaching end of life. In the

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past 10 years, the average number of primary cable failures Light & Power experiences has been increasing compared to the same window 10 years earlier. Current failures are at about 2.6 times those of the 10-year average in 2011. Without proactive replacement based on predictive modeling and diagnostic testing, the number of annual failures is anticipated to increase. The requested funding is required to maintain the current level of service, as measured by industry standard performance indices. Electric distribution cable is one of the largest asset investments that Light & Power maintains and care must be taken to ensure its reliability.

Assessments of existing distribution cable system assets are ongoing; they inform and guide replacement projects that help to ensure the distribution equipment with higher probabilities of failure is addressed and failure risk is minimized.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.9 Utilities: Light & Power - Distribution Automation - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $200,000

2026 - $200,000

This offer funds the addition of at least one automated switch on the electric distribution system per year. The Distribution Automation (DA) included with these switches uses digital sensors with advanced control and communications technologies for remote control capabilities and monitoring from the System Operations Center.

DA can improve the safety, speed, cost and accuracy of system processes, including fault detection, feeder switching, preventative maintenance, outage notification and restoration and improved customer support. Personnel safety is achieved through remote control/operation of switches, which decreases the need for crews to be in a potentially hazardous area if a failure occurs. Operating costs are reduced by automating functions that require field crews to conduct on-site monitoring and maintenance. Sensors proactively verify outages in conjunction with the information provided by the Advanced Metering system rather than waiting for customer calls, optimizing crew response and safety, reducing outage duration and identifying multiple outages correctly. Adding DA to and expanding the communications network to integrate it with other systems will provide system operators with increased visibility, allowing them to manage and address reliability issues throughout the system. As Distributed Energy Resources (DER) like solar increase, the necessity and ability to see and control the system through switching and load control is imminent.

These funds have previously been used to fund the automation aspects that are part of new circuit installation capital enhancement projects if the proposed automation location meets specific criteria, including utilization frequency in switching orders, and whether the proposed location presents an operations or safety hazard for crew personnel. Additional funding accommodates a second automated switch or the addition of telemetry and communications to an existing switch not needing full automation capabilities.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.10 Utilities: Light & Power - System Relocations Due to Road, Intersection and Alley Improvements - *Offer Type: Capital Project* - Funded

2025 - $400,000

2026 - $400,000

This offer will fund relocating existing electric facilities required for roadway widenings and roadway improvement projects associated with City Engineering Capital Projects. Light & Power collaborates with the Engineering Department in the design and completion of a broad range of City-initiated capital projects such as roadway and intersection improvements and bridge replacements. During construction of these projects, Light & Power is required to relocate facilities if

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there is a conflict with the right of way improvements. Funding this offer will provide the capital funds necessary to comply with the needed system relocation. By securing funding for right of way projects, Light & Power fortifies the reliability of the electric system by installing new cable and switchgear, also adding more capabilities to the Light & Power systems operations group.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.11 Utilities: Light & Power - AEDs and Tools - *Offer Type: 1-Time Enhancement* - Funded

2025 - $100,000

2026 - $0

This offer will replace Automated External Defibrillators (AED) and provide one in each field crew vehicle, including the vehicles for meter crews substation crews. In 2012 and 2013, 20 AEDs were purchased and placed in crew vehicles. These AED devices are outdated and obsolete, which makes replacement and repairs expensive. For example, a replacement battery costs $440. Having a working AED in each vehicle will provide a useful tool in case of emergency response for both accidents related to field work and to incidents involving the public. Newer AED technology is engineered to provide swift and effective interventions in critical moments.

New High Voltage detection meters are needed to assist field crews in maintaining the reliability and safety of the electric system. This tool is battery powered, which allows field crews to safely measure voltage and line phasing without need for power cords, making the tool highly portable and versatile. The calibration and testing process using High Voltage meters ensures that electrical equipment is connected properly, which ensures the safety of field personnel and reliability of power delivery to the customers. Purchasing these additional High Voltage meters will allow every crew to have this equipment while performing electric system calibration.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.12 Utilities: Light & Power - GIS & Electrical System Study Consultation - *Offer Type: 1-Time Enhancement* - Funded

2025 - $75,000

2026 - $75,000

Light & Power (L&P) seeks consulting work to assist with two separate needs that are crucial for the continued reliable and safe operation of the electric distribution network.

1. L&P has a current operational mapping Geographic Information System (GIS) that is unique wherein it relies on a networked model to maintain connection and hierarchy of mapped elements. To maintain that networked model, L&P has another set of software that works in concert with the main GIS software. The industry is moving toward a new way of maintaining networked models, but the technology is in very early stages. L&P would like to hire a consultant to assist with creating a roadmap to best assess how to meet the needs of the department through this change to ensure we are on supported platforms and to avoid unexpected downtimes to the system.

2. L&P seeks consulting work to perform a long term system planning document. Their work would be to look at the current system and create a model that would provide estimates for future increased loading projections for the next 15 to 20 years throughout the system. A published report will assist L&P's system planning engineer to foresee future needs for new or upgraded distribution system equipment such as substations, feeder cables and transformers.

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This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.15 Utilities: Light & Power - Training Field and Lab Enhancements - *Offer Type: Capital Project* - Funded

2025 - $100,000

2026 - $100,000

The joint Light & Power (L&P) / Poudre Fire Authority (PFA) training field will allow both agencies optimal balance among safety, efficiency and innovation. With a focus on the latest and most current industry standard training programs, this offer will allocate resources for continuous skill development and emergency preparedness. L&P is providing labor, engineering and materials in partnership with PFA. With this strategic partnership, both entities aim to cultivate a dynamic training environment that empowers teams to excel in their respective fields while fostering collaboration and community resilience. The L&P testing and training lab will include training equipment for line crews, substation relay testing equipment, and meter testing equipment. The meter testing equipment will help to ensure meter accuracy and reliability while validating Advanced Metering Infrastructure (AMI) system functionality and security, thereby providing revenue protection. The relay gear will provide training opportunities for substation techs while streamlining relay maintenance preventing costly downtime for substations. The line crew training of the lab will include simulator training equipment for transformer banking and grounding operations.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.16 Utilities: Light & Power - Rear Lot to Front Lot Electrical Conversions - *Offer Type: Capital Project* - Funded

2025 - $400,000

2026 - $400,000

This offer will relocate existing primary electric systems from the backyards of private residences into the public right of way (ROW) located in front of the residences, outside of private property. In many areas throughout the city, Light & Power (L&P) has primary infrastructure within the backyards of residences. These areas were installed in the ‘70s and ‘80s and are starting to fail. These failures cause longer outage times due to access restraints, while also introducing unsafe working environments for L&P personnel due to entering private property and unsafe electric enclosures. Due to the age of the system within these areas, some of the primary cables are directly buried and not within conduit. The other areas that are within conduit were installed with a conduit material that is no longer passable. This requires new bores for most outages and results in the disturbance of private property. These projects are planned to follow L&P’s cable replacement priorities to ensure the areas that prove to have the highest risk of failure are converted.

This older design style introduced shared meter pedestals within a single backyard that feeds multiple residences. These shared meter pedestals result in multiple restraints for individuals to upgrade their existing service. The existing meter pedestals are limited to a maximum service size of 125 amps. The single shared meter pedestal also requires work to be done on private property to perform service upgrades for neighboring properties. With the approaching 2030 goals, the limitations of the meter pedestals will not support the installation of photovoltaic systems, electric vehicle charges or conversion to beneficial electrification.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.17 Utilities: Light & Power - Substation access control and security technology upgrades - *Offer Type: Capital Project* - Funded

2025 - $500,000

2026 - $500,000

Light & Power substations are owned and maintained by the City of Fort Collins, though shared with Platte River Power Authority. Fort Collins is primarily

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responsible for the substation security, including related technology. There are industry standards and currently the federal government is making utility infrastructure a priority, warning that it is susceptible.

The technology and security upgrades funded by this offer will allow substations to have technology that not only enhances security, but also allows for day to day operations to be more efficient and effective. These are improvements and operational changes that have been identified for several years and have become pressing. This request also fits in with the overall centralization of security programming throughout the City and leverages that centralized approach.

The focus is on two primary areas related to security technology: access control and cameras.
Currently these facilities are largely managed by chains and padlocks. Little explanation is needed to understand why that is not current industry standards. These facilities have shared access with other entities and there is no way of managing or auditing who enters or does not enter. A long standing practice of using keys, often shared, makes these facilities vulnerable.

Current cameras and alarm technologies are old with minimal functionality compared to current technology. New cameras will have the ability to be upgraded with AI technology that not only functions in a security role, but also can support operational monitoring of the facilities. The new technology can also act as alarms, providing assessment and notification to staff depending on what is occurring at the facility. Current practices and technology must be monitored, which is not happening. Changes related to landscaping and lighting will also be supported.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

15.18 Utilities: Light & Power - Maximo Software Consultation - *Offer Type: Capital Project* - Funded

2025 - $375,000

2026 - $375,000

Computerized Maintenance Management System (CMMS Maximo): Light & Power is committed to proactively managing its infrastructure, assets, and resources to support reliable, high quality service to electric customers. Currently the Customer Care and Technology (CCT) department is in the process of replacing the Customer Information Billing System with a new system (VertexOne). Integrations are required with the Electric Meter Shop Maximo system due to operational and asset data needs in both CCT and L&P departments. Integrations are critical to ensure the data required is captured and seamlessly transferred between the two systems. Engaging professional technical consultants will ensure that this work is completed precisely and within the required project schedule for the new Utility Billing system.

Work Management: In order to elevate data collection and analytics and provide immediate access to operational data, a mobile solution is necessary for field workers. A mobile solution that will integrate with existing systems (GIS and Maximo) as well as new systems (Vertex Customer Information Billing System) will allow seamless updating and viewing of asset information and work toward the goal of a single platform solution for multiple departments. A mobile solution that will ensure bi directional data flow capabilities, particularly focusing on asset management and customer billing data, is essential.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

43.1 Downtown General Improvement District (GID) - Operating Budget - *Offer Type: Ongoing* - Funded

2025 - $229,731

2026 - $230,689

In the 1970s, Downtown leaders recognized the need to improve the identity and appearance of the main street to enhance it as a business and commercial

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area. In 1976, property owners in the district petitioned for the formation of a general improvement district. Council then formed General Improvement District No. 1 (GID1), as enabled by the City's home-rule authority and State law (CRS 31 25 601, et seq.), to fund parking, pedestrian and street beautification improvements in the Downtown commercial area. Councilmembers serve as the Governing Board of the GID, as per statute.

The GID is a major factor in the look and feel of Downtown's public spaces today. The concentration of streetscape improvements funded largely from the GID has had a dramatic impact on the appearance and attraction of the Downtown area.

Funding this offer will provide annual operating expenses for the Downtown GID, including:
- $75,000 to be used for work related to priority sidewalk and curb replacements
- $25,000 to be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements
- $50,000 to be used for work related to Parks and Forestry work in the Downtown area
- $40,000 for residential property tax rebate program
- $6,200 for Larimer County Treasurer's fee for collecting the property tax
- $29,901 for estimated operating costs, including utilities

This Offer supports the following Strategic Objectives:
- ECON - 24/7/365 Operational Excellence

43.3 Economic Health: Business & Workforce Support - *Offer Type: Ongoing* - Funded

2025 - $561,815

2026 - $572,429

Funding this offer supports the City's investment in business support and workforce development, including funding for 3.00 FTE positions (classified) and programmatic costs associated with a variety of business and workforce activities that support diverse opportunities for both the business community and community members.

The below activities support the community as they continue to face a number of economic headwinds: rising costs, global uncertainty and climate change. Approaching business retention, expansion and attraction thoughtfully ensures community wide economic stability. Supporting talent and workforce development ensures businesses have access to good talent and people, while community members have access to quality jobs and upward economic mobility opportunities.

EHO engages in several specific activities to support businesses and workforce development, including:
- Conducting business retention and expansion visits and surveys to understand specific business opportunities and challenges to strengthen economic resiliency.
- Supporting individual businesses by connecting them to local, state or national resources, as well as sharing feedback on resource accessibility with partner organizations.
- Hosting the annual Business Appreciation Celebration to express gratitude to the business community.
- Supporting Larimer County Small Business Development Center through direct funding.
- Hosting Diversity, Equity, Inclusion, Access (DEIA) Talent Series where employer conversations serve as a catalyst for a more inclusive community.
- Supporting sector partnerships, an industry driven alignment to address workforce needs of today and tomorrow.
- Engaging in NoCo Works, a two county workforce initiative for talent development with public and private partners.

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This offer depends on the Economic Health Leadership offer (43.4) to provide overall strategic leadership, organizational integration and data analysis.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- ECON 1 - Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability
- ECON - 24/7/365 Operational Excellence

43.4 Economic Health: Leadership & Capital Projects - *Offer Type: Ongoing* - Funded

2025 - $736,829

2026 - $762,373

Funding this offer supports Council policies and goals on economic health planning and activities. This offer funds support for small businesses, including businesses that identify as minority , women , and veteran owned; a centralized approach to engagement to mitigate and reduce negative impacts to businesses during major capital projects; innovation and entrepreneurship; and economic analysis to address environmental, social and economic resilience. These efforts focus on engaging Council in policy discussions and local and regional partners in program development and implementation.

This offer supports the business climate and businesses in the community by:

- Funding the EHO Director and 2.5 FTEs focused on small business support.
- Engaging with and supporting the business community.
- Supporting regional economic and workforce efforts.
- Engaging in ongoing policy discussions within the City organization ranging from affordable housing to construction impact mitigation.
- Working and leading collaborative engagement with regional partners on challenges that impact the community and region.
- Providing real time data analysis to target business support interventions and inform strategy.
- Developing relationships with minority , women and veteran owned businesses.
- Sponsoring the ongoing operations of Innosphere Ventures and the Larimer Small Business Development Center.

EHO is committed to a strategic, intentional approach that is economically prosperous, socially equitable and environmentally sustainable. A vibrant economy is the result of deliberate choices and actions aimed to improve the economic well being (through quality jobs, safe and stable housing, support of startups to legacy owned businesses, etc.) and quality of life for the community (residents and businesses).

The EHO Director manages a staff of 10.00 FTE (classified, contractual, and hourly) and an annual ongoing budget of over $1.1 million (2024) with additional federal recovery funds.

This Offer supports the following Strategic Objectives:

- ECON 1 - Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability
- ECON - 24/7/365 Operational Excellence
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

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43.5 Economic Health: 2.0 FTE Classified - Multicultural Business and Entrepreneurship Center (Inclusive Business Support) - formerly ARPA funded - *Offer Type: Enhancement* - Funded

2025 - $108,670
2026 - $306,484

Funding this offer continues and enhances the resources needed to realize equitable economic development by preparing and producing healthier businesses, including underrepresented, underserved businesses (this includes BIPOC , non English speaking , veteran , and women owned businesses). MBEC Business Connectors meet entrepreneurs where they are at, whether it is at hosted community events and/or at one of the partnership hosted sites.

In 2023, MBEC held 248 client appointments, serving 131 clients/businesses who created 37 new businesses (a total of 64 businesses created since 2022 through MBEC support). Of those served, over 40% were Spanish monolingual. In addition to the 744 hours spent consulting with clients, MBEC Business Connectors support businesses in navigating City processes and meeting local and state compliance, support EHO small business engagement and outreach, and provide critical advice on policy and program development impacting small businesses and entrepreneurs.

Objectives:
• BELONGING: Take a “people first” approach, which acknowledges that every individual and community is unique, diverse and has different lived experiences that contribute to the community. Foster relationships and continue to build trust across the business community to increase business owner representation to match Fort Collins’ demographics to close the racial and gender wealth gap to ensure a resilient community.
• SERVICE: Connect entrepreneurs with resources, furthering the commitment to accessibility and transparency. Support the navigation of local and state processes by reducing barriers and increasing accessibility to address the diverse needs of customers through innovative, people centered solutions to providing outstanding service.
• PARTNERSHIP: Assist in the development and process improvement of programs that support historically underserved, underrepresented businesses so that anyone in the community that wants to create or grow a business can do so.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- ECON 1 - Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

43.6 Economic Health: 1.0 FTE Lead Specialist, Development Business Liaison and Program - *Offer Type: Enhancement* - Unfunded

2025 - $84,167
2026 - $113,374

Funding this offer provides support for small business navigation of the development and building review processes.

This program will provide a range of strategies to improve the business customer experience during all stages of development review and zoning. Customer feedback indicates that zoning, development review and building permit processes can be disproportionately challenging to navigate for small businesses, including small childcare facilities, nonprofits, restaurants, startups and many others.

This program will reduce the impacts on businesses and time spent navigating the planning and zoning processes. Small businesses are more likely to reuse, upgrade or redevelop existing buildings and sites. Therefore, supporting small businesses in efficiently navigating these processes can help achieve other community goals. The City’s standards for architecture, landscaping, bike/pedestrian infrastructure, historic preservation, stormwater management, energy/water conservation and other community priorities can also result in complex and costly design processes for small businesses looking to reuse existing properties,

ECONOMIC HEALTH

which can be unequally burdensome on smaller projects and inexperienced customers. This program will intend to lessen and/or remove building/development barriers and create a smoother customer experience.

Working in conjunction with the Capital Projects Business Liaison; the Multicultural Business and Entrepreneur Center (MBEC); and the Planning, Development, & Transportation (PDT) team, this pilot program will include technical assistance funding for small businesses and support a 1.0 FTE dedicated to building relationships, supporting small businesses in navigating development and building review processes, leading internal process improvement, integrating business engagement and expectations, and in the future, proactively supporting and educating businesses on these processes.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home

45.1 Urban Renewal Authority - *Offer Type: Ongoing* - Funded

2025 - $978,152

2026 - $726,400

This offer funds Urban Renewal Authority (URA) administration and operations. The URA brings together local tax collecting organizations to collaborate and remediate blight to create a better community for everyone. The URA currently has four active tax increment financing (TIF) districts.

The URA program makes important contributions to the City's vibrancy with an emphasis on triple-bottom line benefits and placemaking. URA's revitalization objectives include:

- Create vibrant neighborhoods
- Support projects that achieve objectives outlined in Community Investment Plans
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance local character, culture, economy and quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of Our Climate Future
- Retain, expand and attract businesses for the purpose of improving the City's economic base as demonstrated by projects that retain/create jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed-use projects, that will capture additional revenue to the area
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development
- Encourage development that is consistent with City Plan, subarea plans and approved Urban Renewal Plans
- Create, accelerate and enhance projects that meet broader community objectives, including those of taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property and sales tax revenues resulting from new activity enabled and catalyzed by URA investments.

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home

45.2 Urban Renewal Authority Debt Service - *Offer Type: Ongoing* - Funded

2025 - $4,206,944

2026 - $4,056,573

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across three tax increment financing (TIF) districts. The College and Drake URA does not have obligation payments, since it was established in 2020. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan agreements.

The URAs issue debt to help finance various development projects in the URA districts, such as the King Sooper Marketplace and The Lyric in the North College URA. The debt service expense is paid for by the tax increment revenue collected by the URA districts over the life of the URA (30 years). The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford

55.1 Downtown Parks and Amenities Maintenance - *Offer Type: Ongoing* - Funded

2025 - $2,214,590

2026 - $2,282,311

This offer funds the Parks Department's outside grounds maintenance for City-owned facilities, parks and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in Fort Collins.

This area is defined as College Avenue between Vine Drive and Mulberry Street, and three blocks east and west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Whitewater and Old Fort Collins Heritage), City facilities, and Linden Street north to the Poudre River. This offer also includes funding for the Downtown Holiday Lights program and maintenance for the Police headquarters building on Timberline Road.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining approximately 132,000 square feet of flower beds, 18 hanging baskets and 175 pots. All flowers are grown locally. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

ECONOMIC HEALTH

The level of maintenance the City provides in the Downtown core area has been integral to the area's success, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

55.2 Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square - *Offer Type: Ongoing* - Funded

2025 - $628,285

2026 - $701,733

This offer funds the outside grounds maintenance for Downtown Development Authority (DDA)-owned or maintained facilities and infrastructure within the Downtown core area. This area encompasses Old Town Square (OTS) and DDA-renovated alleys. This offer is fully funded by Downtown Development Authority tax revenues.

The partnership between the City and DDA to maintain these areas and provide space for events has been integral to the success of the Downtown area, which is an important economic driver and space for cultural events for the community. The level of services and maintenance obligations are established through a previously adopted Intergovernmental Agreement.

Old Town Square (OTS) is under a shared maintenance agreement with the DDA. The City contributes 1/3 and the DDA contributes 2/3 of maintenance funding. Total costs directly associated with OTS for 2024 will be $257,501; DDA's share is $172,381. The City's share, $85,120 is included in the Downtown Landscaping Offer 55.1. The City also has an Intergovernmental Agreement with the DDA for maintenance of renovated alleys. These alleys include Old Firehouse, Montezuma Fuller, Campus North subdistrict alleys (Dalzell, Wattles, Corbin & East Myrtle), Beardmore, Reidhead, Godinez, Tenney North, West Oak, Harper Goff, West Olive. Construction of two alleys will be completed in Q4 of 2025. Total maintenance costs in this offer for the alleys are $251,137 for 2024. The DDA pays 100% of maintenance costs for the alleys.

Maintenance includes litter control, irrigation maintenance, shrub bed maintenance, infrastructure repair, graffiti removal, power washing, snow/ice removal, and interactive water feature operation. The flower program includes planting and maintaining flower beds, pots and hanging baskets. All flowers are grown locally and selected for the Colorado climate in association with the CSU Trial Gardens. The DDA also contributes to the festive holiday lighting program in the Downtown core.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence
- C&R - 24/7/365 Operational Excellence
- C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues.

ECONOMIC HEALTH

68.1 Sustainability Services - Metro Districts - *Offer Type: Ongoing* - Funded

2025 - $10,000

2026 - $10,000

This offer funds the City's review of proposed Metropolitan District (Metro District) Service Plans
submitted by private developers. There is dedicated revenue to support this offer. The expense in this offer equals the anticipated revenue to be received.

State statute authorizes the formation of Metro Districts by private developers, subject to City Council review and approval. In 2018, the Council adopted a revised policy related to the review and consideration of Metro District service plans, which expanded the circumstances in which Council will consider the use of Metro Districts. Additionally, in April 2021 Council revised the 2018 policy to provide an analysis tool to be used in reviewing new metro district applications. Together these changes will affect the number of applications.

This offer provides the necessary staff capacity and third-party review to ensure consistency with the City's adopted policy and provide City Council with an expert recommendation. Staff capacity will manage intake of letters of interest and applications, coordination of internal and third-party review, negotiation of Service Plan terms, and the process of presenting a recommendation to City Council. Funds used to purchase third-party professional services will primarily be used for outside legal counsel, financial analysis, and in some cases engineering review of infrastructure plans.

This offer will deliver consistent review of proposed Metro District Service Plans. Dedicated staff will manage an interdepartmental team of Planning, Development & Transportation; Economic Health; City Attorney's Office; and Finance, resulting in decreased impacts on each.

Metro Districts can provide a wide variety of public improvements and services. When deployed judiciously, these special districts can support developers in achieving specific community goals, such as affordable housing, denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment & many more.

This Offer supports the following Strategic Objectives:

- ECON - 24/7/365 Operational Excellence

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Environmental Health

Fort Collins promotes, protects and enhances a healthy and sustainable environment.

- **Water**
- **Wastewater**
- **Natural Areas**
- **Environmental Services**

Overview

The Environmental Health Outcome funds a variety of programs that are a high priority for our community and City Council, including air quality and waste reduction. The majority of this budget funds efficiency and conservation programs in the water and wastewater utilities, as well as the Light & Power renewable energy purchase. These efforts support the City's Climate Action Plan efficiency goals. This Outcome also includes offers funded by the dedicated 0.25% sales tax for Natural Areas. The strategic objectives for Environmental Health, as outlined in the 2024 Strategic Plan, are as follows:

ENV 24/7/365 Operational Excellence

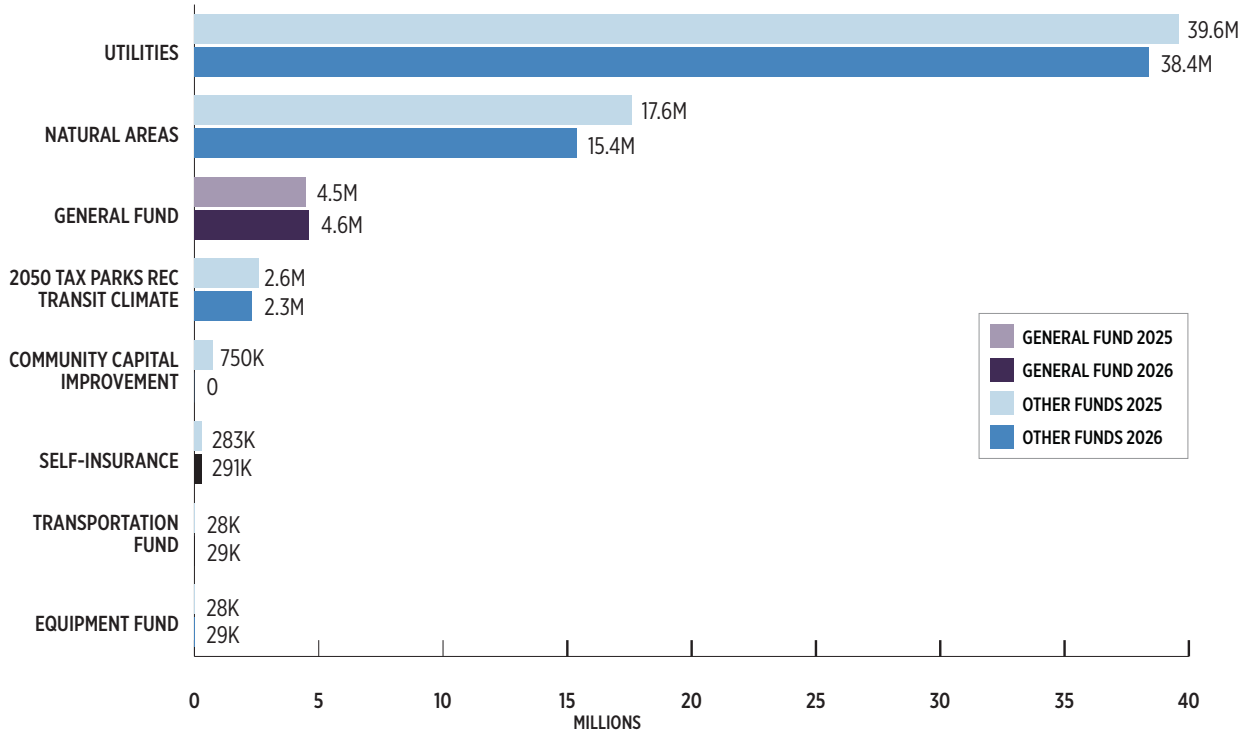
ENV 1 Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.

ENV 2 Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents.

ENV 3 Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature.

2025 GENERAL FUND & OTHER FUNDS – $65.3M

2026 GENERAL FUND & OTHER FUNDS – $61.1M



Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat Obj.	2025	2026
7.6	Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration	ENV 1	$75,000	$75,000
7.8	Utilities: Wastewater - Collection System Replacement	ENV	$1,750,000	$1,750,000
7.20	Utilities: Stormwater - Community Spill Response	ENV 2	$40,000	$40,000
7.22	Utilities: CS&A - ERA Restructure	ENV	$32,644	$33,624
7.23	Utilities: Light & Power - Virtual Power Plant Development and Enrollment	ENV 1	$1,215,000	$1,315,000
7.24	Utilities: Light & Power - Strategic Electrification Design Assistance Programs to support affordable housing	ENV 1	$350,000	$400,000
7.25	Utilities: Light & Power - Epic Loan Program Funding	ENV 1	$550,000	$500,000
7.27	Utilities: Wastewater - Inflationary Increases	ENV	$686,259	$608,699
7.29	Utilities: Wastewater - Developer Repayments	ENV	$200,000	$150,000
7.30	Utilities: Wastewater - DWRF Sidestream Phosphorus Removal Phase 2 - Design	ENV	$1,000,000	$0
7.31	Utilities: Water/Wastewater/Stormwater - CLPR Water Quality Network (Dashboard)	ENV 2	$51,000	$0
7.32	Utilities: Wastewater - DWRF Preliminary Treatment Preliminary Design	ENV	$2,000,000	$0
37.9	Natural Areas - 1.0 FTE Sr. Coordinator - Built Infrastructure	ENV 3	$0	$82,920
37.10	Natural Areas - 3.0 FTE Ecological Stewardship Positions	ENV 3	$142,036	$276,973
37.11	Natural Areas - 1.0 FTE Environmental Planner, Cultural and Historic Resources Management Planning	ENV 3	$73,419	$97,562
37.12	Natural Areas - Bridge Replacements	ENV 3	$2,500,000	$0
38.2	Nature in the City - CCIP	ENV 3	$750,000	$0
38.3	Nature in the City - CCIP - Operations & Maintenance	ENV 3	$0	$100,000
42.4	Air Quality Monitoring Fund	ENV 1	$100,000	$100,000
42.5	Environmental Services - 1.0 FTE Environmental Specialist Conversion from Contractual to Classified - DBO & PPRA Outreach and Support	ENV 1	$45,000	$45,000
42.6	Environmental Services - 1.0 FTE Healthy Homes Navigator and Funding for Direct Household Support	ENV 1	$242,780	$264,733
42.8	Environmental Services - 2.0 FTE Accelerating Our Climate Future Through Community and Municipal Innovation	ENV 1	$565,307	$619,329

42.9	Environmental Services - Low Income Offset - Contract for Waste	ENV 1	$50,000	$50,000
42.11	Environmental Services - 1.0 FTE Sr. Specialist - Contracted Waste and Recycling	ENV 1	$108,781	$138,884
67.2	Sustainability Services - Landfill Remediation - Ongoing Obligations	ENV 2	$150,000	$150,000
67.3	Sustainability Services - NoCoBiz Connect (NBC) - Sustainable Business Program (Equitable Business Support and Recognition)	ENV 1	$149,900	$75,000
71.1	Parks Lawn and Garden Equipment Replacement	ENV 1	$25,000	$25,000
72.1	Poudre Flows Design and Permitting	ENV 2	$550,000	$300,000
73.1	1.0 FTE - 1.0 Urban Forestry Planner, .5 Hourly, and Tree Infrastructure Replacement	ENV 1	$568,720	$313,791
		TOTAL	**$13,970,846**	**$7,511,515**

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but were not included in Ongoing Offers*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ENVIRONMENTAL HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	7.1 - Utilities Light & Power - Community Renewable Purchased Power Offer Type: Ongoing	2,934,326	0	0	2,934,326 *Light & Power*	0
Not Ranked	7.2 - Utilities Light & Power - Energy Services Offer Type: Ongoing	4,220,804	0	0	4,220,804 *Light & Power*	0
Not Ranked	7.3 - Utilities Light & Power - Demand Response Offer Type: Ongoing	1,785,000	0	0	1,785,000 *Light & Power*	0
Not Ranked	7.4 - Utilities Light & Power - Renewable Customer Programs Offer Type: Ongoing	962,500	0	0	962,500 *Light & Power*	0
Not Ranked	7.5 - Utilities Light & Power - Epic Loans Capital Accounting Offer Type: Ongoing	4,250,000	0	0	4,250,000 *Light & Power*	0
Not Ranked	7.7 - Utilities: Wastewater Engineering Offer Type: Ongoing	707,016	0	0	707,016 *Wastewater*	0
Not Ranked	7.9 - Utilities: Wastewater - Minor Capital Offer Type: Asset Management-Ongoing	835,000	0	0	835,000 *Wastewater*	0 *Wastewater*
Not Ranked	7.10 - Utilities: Environmental Regulatory Affairs Offer Type: Ongoing	1,466,854	0	0	1,466,559 *Transportation Equipment* *Self Insurance* *Utility CS&A*	295 *Self Insurance*
Not Ranked	7.11 - Utilities: Wastewater - Water Reclamation and Biosolids Offer Type: Ongoing	7,209,071	0	0	7,209,071 *Wastewater*	0
Not Ranked	7.12 - Utilities: Stormwater - Stormwater Quality Programs Offer Type: Ongoing	177,692	0	0	177,692 *Stormwater*	0

ENVIRONMENTAL HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	7.13 - Utilities: Water Reclamation and Biosolids Capital Replacement Offer Type: Asset Management-Ongoing	1,090,000	0	0	1,090,000 *Wastewater*	0
Not Ranked	7.14 - Utilities: Water Quality Services - Pollution Control Lab Offer Type: Ongoing	1,279,247	0	0	1,279,247 *Wastewater*	0
Not Ranked	7.15 - Utilities: Wastewater - Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program Offer Type: Asset Management-Ongoing	390,000	0	0	390,000 *Wastewater*	0
Not Ranked	7.16 - Utilities: Wastewater - Trunk & Collection Offer Type: Ongoing	2,162,810	0	0	2,162,810 *Wastewater*	0
Not Ranked	7.17 - Utilities: Wastewater - Collection Small Capital Projects Offer Type: Asset Management-Ongoing	1,750,000	0	0	1,750,000 *Wastewater*	0 *Wastewater*
Not Ranked	7.19 - Utilities: Water Conservation Offer Type: Ongoing	1,401,458	0	0	1,401,458 *Water*	0
Not Ranked	7.21 - Utilities: Stormwater - Household Hazardous Waste Collection Offer Type: Ongoing	269,600	0	138,336	131,264 *Stormwater*	0
Not Ranked	37.1 - Natural Areas - Land Conservation Offer Type: Ongoing	4,953,285	0	0	4,953,285 *Natural Areas*	0
Not Ranked	37.2 - Natural Areas - Department Management Offer Type: Ongoing	1,582,381	0	0	1,582,381 *Natural Areas*	0
Not Ranked	37.3 - Natural Areas - Public Engagement Offer Type: Ongoing	719,356	0	0	719,356 *Natural Areas*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ENVIRONMENTAL HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	37.4 - Natural Areas - Ecological Stewardship	2,513,374	0	0	2,513,374	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.5 - Natural Areas - Trails and Visitor Amenities	1,525,673	0	0	1,525,673	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.6 - Natural Areas - Facility Operations	1,107,490	0	0	1,107,490	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.7 - Natural Areas - Planning & Special Projects	1,627,098	0	49,640	1,577,458	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.8 - Natural Areas - Asset Management	673,610	0	0	673,610	0
	Offer Type: Asset Management-Ongoing				*Natural Areas*	
Not Ranked	38.1 - Nature in the City	118,541	118,237	304	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	40.1 - Timberline Recycling Center	1,023,462	496,789	526,673	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	42.1 - Environmental Services	2,619,312	892,653	1,726,659	0	0
	Offer Type: Ongoing		*Recyclable Bag Fees* *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
31	38.2 - Nature in the City - CCIP	750,000	0	0	750,000	0
	Offer Type: Enhancement				*Community Capital Improvement*	
33	7.8 - Utilities: Wastewater - Collection System Replacement	1,750,000	0	0	1,750,000	0
	Offer Type: Continuing Enhancement				*Wastewater*	*Wastewater*

ENVIRONMENTAL HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
34	37.12 - Natural Areas - Bridge Replacements Offer Type: Capital Project	2,500,000	0	0	0	2,500,000 *Natural Areas*
35	67.2 - Sustainability Services - Landfill Remediation - Ongoing Obligations Offer Type: Enhancement	150,000	0	150,000	0	0
36	7.27 - Utilities: Wastewater - Inflationary Increases Offer Type: Enhancement	686,259	0	0	686,259 *Wastewater*	0
37	7.32 - Utilities: Wastewater - DWRF Preliminary Treatment Preliminary Design Offer Type: Capital Project	2,000,000	0	0	0	2,000,000 *Wastewater*
38	7.20 - Utilities: Stormwater - Community Spill Response Offer Type: Enhancement	40,000	0	0	40,000 *Stormwater*	0
40	7.30 - Utilities: Wastewater - DWRF Sidestream Phosphorus Removal Phase 2 - Design Offer Type: Capital Project	1,000,000	0	0	0	1,000,000 *Wastewater*
41	42.8 - Environmental Services - 2.0 FTE Accelerating Our Climate Future Through Community and Municipal Innovation Offer Type: Enhancement	565,307	0	0 *2050 Tax Parks Rec Transit OCF*	565,307	0
42	7.24 - Utilities Light & Power - Strategic Electrification Design Assistance Programs to support affordable housing Offer Type: Enhancement	350,000	0	0 *2050 Tax Parks Rec Transit OCF*	350,000	0
43	38.3 - Nature in the City - CCIP - Operations & Maintenance Offer Type: Enhancement	0	0	0 *CCIP O&M*	0	0
44	7.29 - Utilities: Wastewater - Developer Repayments Offer Type: Enhancement	200,000	0	0	0	200,000 *Wastewater*

ENVIRONMENTAL HEALTH - 2025

Rank	Offer # & Name	Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
45	7.31 - Utilities: Water/Wastewater/Stormwater - CLPR Water Quality Network (Dashboard) Offer Type: 1-Time Enhancement	51,000	0	0	34,000 *Water Stormwater*	17,000 *Wastewater*
47	7.6 - Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration Offer Type: Continuing Enhancement	75,000	0	0	75,000 *Light & Power*	0
48	72.1 - Poudre Flows Design and Permitting Offer Type: Enhancement	550,000	0	0	0	550,000 *General Fund Natural Areas Water*
49	42.9 - Environmental Services - Low Income Offset - Contract for Waste Offer Type: Enhancement	50,000	0	50,000	0	0
51	7.23 - Utilities Light & Power - Virtual Power Plant Development and Enrollment Offer Type: Capital Project	1,215,000	0	0	1,215,000 *Light & Power*	0
52	7.25 - Utilities Light & Power - Epic Loan Program Funding Offer Type: Enhancement	550,000	0	0	550,000 *2050 Tax Parks Rec Transit OCF*	0
53	37.10 - Natural Areas - 3.0 FTE Ecological Stewardship Positions Offer Type: Enhancement	142,036	0	0	142,036 *Natural Areas*	0
54	71.1 - Parks Lawn and Garden Equipment Replacement Offer Type: 1-Time Enhancement	25,000	0	0	25,000 *2050 Tax Parks Rec Transit OCF*	0
56	42.4 - Air Quality Monitoring Fund Offer Type: 1-Time Enhancement	100,000	0	0	100,000 *2050 Tax Parks Rec Transit OCF*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ENVIRONMENTAL HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
57	73.1 - 1.0 FTE - 1.0 Urban Forestry Planner, .5 Hourly, and Tree Infrastructure Replacement Offer Type: Asset Management-Enhanced	568,720	0	0 *2050 Tax Parks Rec Transit OCF*	568,720	0
59	37.9 - Natural Areas - 1.0 FTE Sr. Coordinator - Built Infrastructure Offer Type: Enhancement	0	0	0	0 *Natural Areas*	0
60	37.11 - Natural Areas - 1.0 FTE Environmental Planner, Cultural and Historic Resources Management Planning Offer Type: Enhancement	73,419	0	0	73,419 *Natural Areas*	0
62	42.5 - Environmental Services - 1.0 FTE Environmental Specialist Conversion from Contractual to Classified - DBO & PPRA Outreach and Support Offer Type: Enhancement	45,000	45,000 *Recyclable Bag Fees*	0	0	0
64	7.22 - Utilities: CS&A - ERA Restructure Offer Type: Enhancement	32,644	0	0	32,644 *Utility CS&A*	0
65	42.6 - Environmental Services - 1.0 FTE Healthy Homes Navigator and Funding for Direct Household Support Offer Type: Enhancement	242,780	0	0 *2050 Tax Parks Rec Transit OCF*	242,780	0
66	42.11 - Environmental Services - 1.0 FTE Sr. Specialist - Contracted Waste and Recycling Offer Type: Enhancement	108,781	0	108,781	0	0
67	67.3 - Sustainability Services - NoCoBiz Connect (NBC) - Sustainable Business Program (Equitable Business Support and Recognition) Offer Type: Continuing Enhancement	149,900	0	0 *2050 Tax Parks Rec Transit OCF*	149,900	0
	Funded Offers	**65,325,806**	**1,552,679**	**2,750,393**	**54,755,439**	**6,267,295**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ENVIRONMENTAL HEALTH - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
30 Operator	7.33 - Utilities: Wastewater - 1.0 FTE Maintenance Offer Type: Enhancement	74,001	0	0	74,001 *Wastewater*	0
32 Soils	7.34 - Utilities: ERA 1.0 FTE - Stormwater Inspector for Offer Type: Enhancement	0	0	0	0	0
39	7.28 - Utilities: Wastewater - DWRF Septage Receiving Offer Type: Capital Project	3,800,000	0	0	0	3,800,000 *Wastewater*
46 the Land Use Code	74.1 - CDNS - Carbon Sequestration in Areas Protected by Offer Type: 1-Time Enhancement	250,000	0	0	250,000 *2050 Tax Parks Rec Transit OCF*	0
50 Characterization Study & Measurement Consulting	42.10 - Environmental Services - Recycling Offer Type: 1-Time Enhancement	190,000	0	0	0	190,000 *General Fund*
58 FTE	74.2 - Senior Inspector, Zoning/Water Conservation - 1.0 Offer Type: Enhancement	108,033	0	43,213	64,820 *Water*	0
61 Community Liaison	42.7 - Environmental Services - 1.0 FTE Bilingual Offer Type: Enhancement	76,319	0	0	76,319 *2050 Tax Parks Rec Transit OCF*	0
	Unfunded Offers	**4,498,353**	**0**	**43,213**	**465,140**	**3,990,000**
	Total Offers	**69,824,159**	**1,552,679**	**2,793,606**	**55,220,579**	**10,257,295**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ENVIRONMENTAL HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	7.1 - Utilities Light & Power - Community Renewable Purchased Power Offer Type: Ongoing	3,171,618	0	0	3,171,618 *Light & Power*	0
Not Ranked	7.2 - Utilities Light & Power - Energy Services Offer Type: Ongoing	4,225,948	0	0	4,225,948 *Light & Power*	0
Not Ranked	7.3 - Utilities Light & Power - Demand Response Offer Type: Ongoing	1,900,000	0	0	1,900,000 *Light & Power*	0
Not Ranked	7.4 - Utilities Light & Power - Renewable Customer Programs Offer Type: Ongoing	1,013,000	0	0	1,013,000 *Light & Power*	0
Not Ranked	7.5 - Utilities Light & Power - Epic Loans Capital Accounting Offer Type: Ongoing	5,430,000	0	0	5,430,000 *Light & Power*	0
Not Ranked	7.7 - Utilities: Wastewater Engineering Offer Type: Ongoing	725,679	0	0	725,679 *Wastewater*	0
Not Ranked	7.9 - Utilities: Wastewater - Minor Capital Offer Type: Asset Management-Ongoing	835,000	0	0	0 *Wastewater*	835,000 *Wastewater*
Not Ranked	7.10 - Utilities: Environmental Regulatory Affairs Offer Type: Ongoing	1,513,235	0	0	1,513,235 *Transportation Equipment* *Self Insurance* *Utility CS&A*	0 *Self Insurance*
Not Ranked	7.11 - Utilities: Wastewater - Water Reclamation and Biosolids Offer Type: Ongoing	7,416,676	0	0	7,416,676 *Wastewater*	0
Not Ranked	7.12 - Utilities: Stormwater - Stormwater Quality Programs Offer Type: Ongoing	171,325	0	0	171,325 *Stormwater*	0

ENVIRONMENTAL HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	7.13 - Utilities: Water Reclamation and Biosolids Capital Replacement Offer Type: Asset Management-Ongoing	1,090,000	0	0	1,090,000 *Wastewater*	0
Not Ranked	7.14 - Utilities: Water Quality Services - Pollution Control Lab Offer Type: Ongoing	1,318,270	0	0	1,318,270 *Wastewater*	0
Not Ranked	7.15 - Utilities: Wastewater - Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program Offer Type: Asset Management-Ongoing	325,000	0	0	325,000 *Wastewater*	0
Not Ranked	7.16 - Utilities: Wastewater - Trunk & Collection Offer Type: Ongoing	2,237,831	0	0	2,237,831 *Wastewater*	0
Not Ranked	7.17 - Utilities: Wastewater - Collection Small Capital Projects Offer Type: Asset Management-Ongoing	1,750,000	0	0	260,456 *Wastewater*	1,489,544 *Wastewater*
Not Ranked	7.19 - Utilities: Water Conservation Offer Type: Ongoing	1,447,306	0	0	1,447,306 *Water*	0
Not Ranked	7.21 - Utilities: Stormwater - Household Hazardous Waste Collection Offer Type: Ongoing	275,343	0	142,126	133,217 *Stormwater*	0
Not Ranked	37.1 - Natural Areas - Land Conservation Offer Type: Ongoing	4,943,348	0	0	4,943,348 *Natural Areas*	0
Not Ranked	37.2 - Natural Areas - Department Management Offer Type: Ongoing	1,625,459	0	0	1,625,459 *Natural Areas*	0
Not Ranked	37.3 - Natural Areas - Public Engagement Offer Type: Ongoing	734,196	0	0	734,196 *Natural Areas*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ENVIRONMENTAL HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	37.4 - Natural Areas - Ecological Stewardship	2,572,240	0	0	2,572,240	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.5 - Natural Areas - Trails and Visitor Amenities	1,549,940	0	0	1,549,940	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.6 - Natural Areas - Facility Operations	1,133,793	0	0	1,133,793	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.7 - Natural Areas - Planning & Special Projects	1,630,505	0	50,701	1,579,804	0
	Offer Type: Ongoing				*Natural Areas*	
Not Ranked	37.8 - Natural Areas - Asset Management	677,687	0	0	677,687	0
	Offer Type: Asset Management-Ongoing				*Natural Areas*	
Not Ranked	38.1 - Nature in the City	121,789	121,789	0	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	40.1 - Timberline Recycling Center	1,047,260	506,620	540,640	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	42.1 - Environmental Services	2,702,576	899,350	1,803,226	0	0
	Offer Type: Ongoing		*Recyclable Bag Fees* *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
31	38.2 - Nature in the City - CCIP	0	0	0	0	0
	Offer Type: Enhancement			*Community Capital Improvement*		
33	7.8 - Utilities: Wastewater - Collection System Replacement	1,750,000	0	0	0	1,750,000
	Offer Type: Continuing Enhancement				*Wastewater*	*Wastewater*

ENVIRONMENTAL HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
34	37.12 - Natural Areas - Bridge Replacements Offer Type: Capital Project	0	0	0	0	0 *Natural Areas*
35	67.2 - Sustainability Services - Landfill Remediation - Ongoing Obligations Offer Type: Enhancement	150,000	0	150,000	0	0
36	7.27 - Utilities: Wastewater - Inflationary Increases Offer Type: Enhancement	608,699	0	0	608,699 *Wastewater*	0
37	7.32 - Utilities: Wastewater - DWRF Preliminary Treatment Preliminary Design Offer Type: Capital Project	0	0	0	0	0 *Wastewater*
38	7.20 - Utilities: Stormwater - Community Spill Response Offer Type: Enhancement	40,000	0	0	40,000 *Stormwater*	0
40	7.30 - Utilities: Wastewater - DWRF Sidestream Phosphorus Removal Phase 2 - Design Offer Type: Capital Project	0	0	0	0	0 *Wastewater*
41	42.8 - Environmental Services - 2.0 FTE Accelerating Our Climate Future Through Community and Municipal Innovation Offer Type: Enhancement	619,329	0	0 *2050 Tax Parks Rec Transit OCF*	619,329	0
42	7.24 - Utilities Light & Power - Strategic Electrification Design Assistance Programs to support affordable housing Offer Type: Enhancement	400,000	0	0 *2050 Tax Parks Rec Transit OCF*	400,000	0
43	38.3 - Nature in the City - CCIP - Operations & Maintenance Offer Type: Enhancement	100,000	100,000 *CCIP O&M*	0	0	0
44	7.29 - Utilities: Wastewater - Developer Repayments Offer Type: Enhancement	150,000	0	0	0	150,000 *Wastewater*

ENVIRONMENTAL HEALTH - 2026

Rank	Offer # & Name	Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
45	7.31 - Utilities: Water/Wastewater/Stormwater - CLPR Water Quality Network (Dashboard) Offer Type: 1-Time Enhancement	0	0	0	0 *Water Stormwater*	0 *Wastewater*
47	7.6 - Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration Offer Type: Continuing Enhancement	75,000	0	0	75,000 *Light & Power*	0
48	72.1 - Poudre Flows Design and Permitting Offer Type: Enhancement	300,000	0	0	0	300,000 *General Fund Natural Areas Water*
49	42.9 - Environmental Services - Low Income Offset - Contract for Waste Offer Type: Enhancement	50,000	0	50,000	0	0
51	7.23 - Utilities Light & Power - Virtual Power Plant Development and Enrollment Offer Type: Capital Project	1,315,000	0	0	1,315,000 *Light & Power*	0
52	7.25 - Utilities Light & Power - Epic Loan Program Funding Offer Type: Enhancement	500,000	0	0	500,000 *2050 Tax Parks Rec Transit OCF*	0
53	37.10 - Natural Areas - 3.0 FTE Ecological Stewardship Positions Offer Type: Enhancement	276,973	0	0	276,973 *Natural Areas*	0
54	71.1 - Parks Lawn and Garden Equipment Replacement Offer Type: 1-Time Enhancement	25,000	0	0	25,000 *2050 Tax Parks Rec Transit OCF*	0
56	42.4 - Air Quality Monitoring Fund Offer Type: 1-Time Enhancement	100,000	0	0	100,000 *2050 Tax Parks Rec Transit OCF*	0

ENVIRONMENTAL HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
57	73.1 - 1.0 FTE - 1.0 Urban Forestry Planner, .5 Hourly, and Tree Infrastructure Replacement Offer Type: Asset Management-Enhanced	313,791	0	0 *2050 Tax Parks Rec Transit OCF*	313,791	0
59	37.9 - Natural Areas - 1.0 FTE Sr. Coordinator - Built Infrastructure Offer Type: Enhancement	82,920	0	0	82,920 *Natural Areas*	0
60	37.11 - Natural Areas - 1.0 FTE Environmental Planner, Cultural and Historic Resources Management Planning Offer Type: Enhancement	97,562	0	0	97,562 *Natural Areas*	0
62	42.5 - Environmental Services - 1.0 FTE Environmental Specialist Conversion from Contractual to Classified - DBO & PPRA Outreach and Support Offer Type: Enhancement	45,000	45,000 *Recyclable Bag Fees*	0	0	0
64	7.22 - Utilities: CS&A - ERA Restructure Offer Type: Enhancement	33,624	0	0	33,624 *Utility CS&A*	0
65	42.6 - Environmental Services - 1.0 FTE Healthy Homes Navigator and Funding for Direct Household Support Offer Type: Enhancement	264,733	0	0 *2050 Tax Parks Rec Transit OCF*	264,733	0
66	42.11 - Environmental Services - 1.0 FTE Sr. Specialist - Contracted Waste and Recycling Offer Type: Enhancement	138,884	0	138,884	0	0
67	67.3 - Sustainability Services - NoCoBiz Connect (NBC) - Sustainable Business Program (Equitable Business Support and Recognition) Offer Type: Continuing Enhancement	75,000	0	0 *2050 Tax Parks Rec Transit OCF*	75,000	0
	Funded Offers	**61,096,539**	**1,672,759**	**2,875,577**	**52,023,659**	**4,524,544**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

ENVIRONMENTAL HEALTH - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
30 Operator	7.33 - Utilities: Wastewater - 1.0 FTE Maintenance Offer Type: Enhancement	80,295	0	0	80,295 *Wastewater*	0
32 Soils	7.34 - Utilities: ERA 1.0 FTE - Stormwater Inspector for Offer Type: Enhancement	97,330	0	97,330	0	0
39	7.28 - Utilities: Wastewater - DWRF Septage Receiving Offer Type: Capital Project	0	0	0	0	0 *Wastewater*
46 the Land Use Code	74.1 - CDNS - Carbon Sequestration in Areas Protected by Offer Type: 1-Time Enhancement	250,000	0	0	250,000 *2050 Tax Parks Rec Transit OCF*	0
50 Characterization Study & Measurement Consulting	42.10 - Environmental Services - Recycling Offer Type: 1-Time Enhancement	0	0	0	0	0 *General Fund*
58 FTE	74.2 - Senior Inspector, Zoning/Water Conservation - 1.0 Offer Type: Enhancement	86,633	0	34,653	51,980 *Water*	0
61 Community Liaison	42.7 - Environmental Services - 1.0 FTE Bilingual Offer Type: Enhancement	100,962	0	0	100,962 *2050 Tax Parks Rec Transit OCF*	0
	Unfunded Offers	**615,220**	**0**	**131,983**	**483,237**	**0**
	Total Offers	**61,711,759**	**1,672,759**	**3,007,560**	**52,506,896**	**4,524,544**

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7.1 Utilities Light & Power - Community Renewable Purchased Power - *Offer Type: Ongoing* - Funded

2025 - $2,934,326

2026 - $3,171,618

This offer funds:

• The purchase of electricity produced from the Solar Power Purchase Program (SP3). SP3 includes 16 solar systems with a total of over 4.8 megawatts of capacity that provide local renewable electricity for all Utilities electric customers. The basis of SP3 are fixed-price power purchase agreements (PPA) by which Fort Collins Utilities purchases the solar generation. The budget for this item is based on the recent year's performance.

• Solar payments to subscriber owners of panels within the Riverside Community Solar project. The Riverside Community Solar project is owned and operated by Fort Collins Utilities with customers owning the solar panels themselves.

• Solar electricity from residential, commercial and multifamily shared energy system customers that is not used on site but instead flows back into the electric system to be used by others.

This offer is based on Fort Collins code, adopted rates, customer interconnection agreements and power purchase agreements and is therefore not discretionary. Returned electricity includes solar production as well as electricity pushed back to the grid from storage resources such as distributed batteries.

These initiatives have varying levels of participation and accessibility to underrepresented communities, such as renters. SP3 provides renewable electricity to all customers, regardless of their housing or other demographics. To increase equitable participation, staff use an internal connected database to evaluate programs serving underrepresented communities and invite community consultants to engage in program implementation. The shared energy systems program allows solar to be installed on multifamily housing with benefits distributed to its residents, including in affordable housing.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

7.2 Utilities Light & Power - Energy Services - *Offer Type: Ongoing* - Funded

2025 - $4,220,804

2026 - $4,225,948

This offer is linked to the Demand Response (7.3) and Renewables Customer Programs (7.4) offers. Together these offers provide customer programs to transition to the next generation electricity system outlined in Our Climate Future (OCF), with a focus on carbon mitigation, resilience and equity.

Programs and initiatives included within OCF Big Moves Emissions Free Buildings (#6) and 100% Renewable Electricity (#12) are among the most cost effective strategies for carbon mitigation.

This offer funds:

- Energy Services staffing to implement efficiency, renewables, electrification and demand response initiatives (including staffing for Offers 7.3 and 7.4)
- Program coordination with Platte River Power Authority

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- Efficiency Works Business incentives and technical assistance
- Epic Homes Program incentives, technical assistance and program management
- Home Energy Reports and digital engagement via MyEnergy platform
- Building Energy and Water Scoring Program administration
- Expanded energy code development, training, education and enforcement
- Building and transportation electrification incentives and technical assistance

These initiatives focus on increasing accessibility to underrepresented communities, such as renters, and a grant program available for organizations focused on serving low- to moderate-income communities. Staff use a connected database tool to enable ongoing evaluation of how programs serve underrepresented communities and invite community consultants to engage in program planning and implementation.

The funding levels between the three primary offers (Energy Services, Renewable Customer Programs and Demand Response) are designed to optimize carbon reduction and develop new capabilities to manage electricity use to meet system needs. These initiatives are also coordinated with Platte River and the other owner communities.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

7.3 Utilities Light & Power - Demand Response - *Offer Type: Ongoing* - Funded

2025 - $1,785,000

2026 - $1,900,000

This offer is linked to those for Renewable Customer Programs (7.4) and Energy Services (7.2). Together these offers provide customer programs to transition to the next generation electricity system outlined in Our Climate Future (OCF), with a focus on carbon mitigation, resilience and equity.

The DERMs and associated programs funded by this offer are foundational components of Energy Services' efforts to help achieve the OCF goal of 100% renewable electricity by 2030. The least cost method of increasing renewable energy on the grid is to match the times of customers' energy use with the times when solar and wind energy are in abundance on the grid and may otherwise be curtailed (i.e., not used or wasted).

The DERMS platform actively manages utility- and customer-owned devices (thermostats, electric water heaters, grid interactive water heaters and electric vehicles) in over 4,000 homes and businesses in Fort Collins. The platform automates the time matching process with minimal to no impact on the customer while also offering them energy cost savings (with the help of Time of Use rates) and incentives. The grid becomes more flexible because customers' energy use can be shifted to incorporate variable and intermittent solar and wind energy as reliable energy resources on the grid.

This offer funds:

- DERMS software functioning as a nascent Virtual Power Plant (VPP)
- Electric load forecasting
- Customer support and marketing services
- Field services, including equipment installation and maintenance, if applicable

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· Program management and customer care
· Incentives for multifamily properties and residential customers
· Integration with multiple types and manufacturers of thermostats, water heaters, automation systems and electric vehicles

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

7.4 Utilities Light & Power - Renewable Customer Programs - *Offer Type: Ongoing* - Funded

2025 - $962,500

2026 - $1,013,000

This offer is linked to those for Energy Services (7.2) and Demand Response (7.3). Together these offers provide customer programs to transition to the next-generation electricity system outlined in Our Climate Future (OCF), with a focus on mitigation, resilience and equity.

This offer funds:

- Solar installation rebates for residential and non residential customers
- Solar application management software
- Rebates for battery storage
- Administration of the Participating Solar Contractors Network
- Marketing and communications to educate customers and attract their participation
- Operations for the Riverside Community Solar Project
- Communications for the Green Energy Program

Funding levels support installation of up to 600 new residential and 6 to 10 non residential solar systems, resulting in about 6 MW of new solar capacity. This pace of new installations is aligned with reaching the 2030 target for local renewable sources. The battery funding supports approximately 65 new residential installations. The rebate, paid after installation, typically accounts for 5 to 10% of the project cost, leveraging the remaining from customer investment. These funding levels are expected to provide a continuous, year round program for customers and contractors. The Participating Solar Contractor Network requires contractors to maintain high customer service standards and standard information to support customer decision making.

Staff use an internal connected database to enable evaluation of programs serving underrepresented communities and invite community consultants to engage in program implementation. The new shared energy systems program allows solar to be installed on multifamily housing and benefits distributed to its residents, including affordable housing.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

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7.5 Utilities Light & Power - Epic Loans Capital Accounting - *Offer Type: Ongoing* - Funded

2025 - $4,250,000

2026 - $5,430,000

The program uses the guidelines of the Efficiency Works Home and Solar Rebate programs to qualify eligible projects. Loans are available up to $50,000 with terms up to 15 years with loan servicing on the utility bill.

The offer funds the ongoing management of the Epic Loan Program without negatively impacting Utilities Light & Power enterprise fund. Epic Loans are funded with previously committed Light & Power reserves, grant funds and debt capital from third parties. Epic Loan capital is repaid by participating customers via their loan payments on utility bills. This offer enables the annual appropriations from these sources to administer the loan program for customers and the associated debt service with lending partners.

This offer includes:

- $3,160,000 for customer loans in 2025 and $3,470,000 in 2026.
- $1,050,000 for debt service to third-party capital providers in 2025 and $1,920,000 in 2026.

This program is a component of the Epic Homes portfolio, and supports community and Council priorities, including ambitious goals for electrification and renewables, reduced greenhouse gas emissions and increased equity and wellbeing for residents. Meeting these objectives will require, among other activities, greater numbers of property owners to undertake comprehensive efficiency improvements in the coming years, particularly for older, less efficient rental properties that make up a significant percentage of the City's housing stock.

These initiatives focus on increasing accessibility to underrepresented communities and specifically seeks to serve more renters. Staff use a connected database tool to enable ongoing evaluation of how programs serve underrepresented communities and invite community consultants to engage in program planning and implementation.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

7.6 Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration - *Offer Type: Continuing Enhancement* - Funded

2025 - $75,000

2026 - $75,000

This offer supports the continued integration of electric vehicles (EVs) into Utilities' Distributed Energy Resources Management System (DERMS), which functions as a virtual power plant (VPP) on the Fort Collins distribution grid. Electric vehicles are a leading edge grid flexibility technology. They can increase or decrease energy consumption to better match the production of renewable energy sources and can store surplus wind energy generated overnight or surplus midday solar energy generation. They can also respond promptly (<1 min) to sudden changes of generation or consumption, providing a useful optimization tool for grid operators. This functionality will be highly beneficial when PRPA enters the upcoming Energy Imbalance/Organized Market.

The successful 2022 Rolling Energy Resources (RER) demonstration project established a telematics based EV load management program by proving software

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integrations, standard operating procedures, and best practices. Recently, due to RER's merger, Utilities staff negotiated a waiver of all fixed EV Charger program start up costs to expand the DERMS software platform to include EV charging stations.

By combining the new EV Charger solution with the existing RER EV load management solution, over half of the existing population of EVs in Fort Collins will be eligible to be integrated into the Peak Partners program through the existing DERMS software platform. Additionally, significant cost savings will occur by eliminating the need to establish contractual relationships with individual EV Charger vendors.

This offer focuses on scaling up EV resources and includes
- 75 EV charger enrollments in both 2025 and 2026
- 50 EV (telematics) enrollments in 2026
- Software platform fees to support expansion, marketing and customer care via call center, participant incentives and processing fees, and program management by third-party vendor

This offer leverages the Ongoing Offer (7.3) by using the same software.

This Offer supports the following Strategic Objectives:
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

7.7 Utilities: Wastewater Engineering - *Offer Type: Ongoing* - Funded

2025 - $707,016

2026 - $725,679

This offer will provide Wastewater Engineering services for the City's Wastewater Utility.

Wastewater Engineering services include Development Review and Project Management for the Wastewater Utility Capital Improvement Program. These services support the overall purpose of the Wastewater Utility to collect and treat wastewater for the protection of downstream receiving waters.

Development Review works with new development and building permit proposals to ensure the City's design standards for the wastewater collection system are met. Development Review also oversees the Wastewater construction inspectors and coordinates design and construction of new collection systems with the Wastewater Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management manages the design and construction of all projects identified in the wastewater collection and water reclamation master plans and incorporated into the Wastewater Utility capital improvement program.

This Offer supports the following Strategic Objectives:
- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

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7.8 Utilities: Wastewater - Collection System Replacement - *Offer Type: Continuing Enhancement* - Funded **2025 - $1,750,000**
2026 - $1,750,000

This offer funds design and construction for priority wastewater mains identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the wastewater collection system, such as quality, reliability, resiliency and safety. The Wastewater Collection Master Plan identified high priority portions of the system for replacement based on age, condition and size. The program will replace or rehabilitate aging wastewater collection infrastructure with new infrastructure that meets current standards. The program will focus on sewer lines generally in the Downtown area where Utilities records indicate the wastewater system was installed in the early 1900s.

This offer will supplement existing replacement work by City crews with general contractors for an increased rate of annual replacement.

The Wastewater Main Replacement Program will improve levels of service for quality, reliability, resiliency and safety. If aging wastewater mains are not replaced, the wastewater system will continue to see an increase in sewer backups and maintenance costs.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.9 Utilities: Wastewater - Minor Capital - *Offer Type: Asset Management-Ongoing* - Funded **2025 - $835,000**
2026 - $835,000

This offer funds minor capital needs for the three wastewater facilities (Mulberry, Drake and Meadow Springs Ranch) and field operations. Minor capital expenses are defined as assets focused on fleet, equipment and other building improvement assets. To qualify for this funding source, purchases must be an asset, greater than $50K, and generally completed within one year.

The primary outcome of this offer is focused on managing facility and fleet assets to ensure adequate levels of service for the Wastewater Utility rate payer. When purchasing fleet or facility assets, minimizing environmental impacts is top of mind and spurs evaluations of energy reduction/generation, alternative fuel vehicles, and other building design considerations. The Wastewater teams work with Operations Services to help determine the best value considering climate action goals, costs and the intended purpose of the asset.

Minor capital projects and expenditures anticipated for the 2025 2026 budget cycle include but are not limited to:

- Dump truck replacement for Wastewater operators
- Excavator replacement for Wastewater construction crews
- Pumps and valves for Wastewater facilities improvements
- Building/facility improvements such as roofs, streets and physical security

Additional information: assets are managed and tracked through a Computerized Maintenance Management System (CMMS) that provides information on condition, criticality, repair history and end-of-life data. This information prioritizes the needs for minor capital expenses based on real-time data generated by

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field crews. Fleet information is tracked and managed by Fleet's database to help prioritize fleet purchases. This team has an exceptional record of choosing alternative fuel vehicle options, where appropriate, such as compressed natural gas and, moving forward, electric vehicles.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.10 Utilities: Environmental Regulatory Affairs - *Offer Type: Ongoing* - Funded

2025 - $1,466,854

2026 - $1,513,235

The Environmental Regulatory Affairs Division (ERA) is an internal services team of subject matter experts who partner with City operations to meet or exceed environmental legal compliance obligations and voluntary commitments. ERA fosters a culture where all employees are empowered and expected to proactively perform work in a manner that is environmentally responsible and reflective of the community's strong connection to the environment, while optimizing decisions that are inclusive of the economy and social equity.

The offer includes:

- Drinking water and wastewater regulatory support
- Regulated waste and pollution prevention programs
- Stationary source air permitting
- Management and oversight of the Asbestos Program
- Contaminated City of Fort Collins property management support
- Implementing the Internal Audit Program
- Above ground and underground oil and fuel storage tank management
- Environmental permit application and negotiation
- Regulatory compliance assistance, tracking and reporting
- Participation in stakeholder engagement processes and development of new or revised regulatory requirements
- Education and training services

This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.11 Utilities: Wastewater - Water Reclamation and Biosolids - *Offer Type: Ongoing* - Funded

2025 - $7,209,071

2026 - $7,416,676

This offer funds the core services of the Water Reclamation and Biosolids Division (WRB) to go beyond compliance with local, state and federal regulations for public health and environment as well as safety.

The WRB treats wastewater at either the Mulberry or Drake Water Reclamation Facilities to meet or exceed regulatory requirements prior to discharging to the Cache la Poudre River or Fossil Creek Reservoir Inlet Ditch. The WRB also manages Meadow Springs Ranch (MSR) for regulatory compliance biosolids application. MSR also serves as a working cattle ranch and prioritizes environmental and cultural stewardship in the day-to-day operations. The cattle operation

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generates ~$100K year in revenue for the Wastewater fund.

In 2023, The WRB treated nearly 5.1 billion gallons of wastewater with an average daily flow of 13 million gallons per day (mgd). The division also beneficially reused, through land application, approximately 2,200 dry tons of biosolids on Meadow Springs Ranch. Additionally in 2023, the Drake facility provided a total of 714 million gallons of reuse water to Platte River Power Authority's Rawhide Energy Facility. This reused water is critical in ensuring reliable and fiscally responsible electric power to the Fort Collins Light & Power rate payers.

The Drake Water Reclamation Facility (DWRF) also serves as the only hauled waste receiving station—accepting domestic waste from septic tanks, vaults and portable toilets—in Northern Colorado. Permit requests have increased and nearly $400k was generated in 2023 for the Wastewater fund.

This offer provides funding to maintain a trained, skilled workforce including State Certified Operators, Licensed Electricians, Licensed Plumbers, Machinists, Industrial Pretreatment Specialists, and Resource Recovery Staff. All facilities and operations operate in alignment with International Organization of Standards 14001 priorities of continual improvement, regulatory compliance and pollution prevention.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.12 Utilities: Stormwater - Stormwater Quality Programs - *Offer Type: Ongoing* - Funded

2025 - $177,692

2026 - $171,325

Administration of the City's MS4 permit, including implementation, documentation, enforcement and record-keeping for several required programs including:
• Stormwater Education and Outreach program to educate businesses and general public about common stormwater pollutants, their effects on stream quality and pollution prevention.
• Construction Site Sediment and Erosion Control program to minimize pollutants leaving construction sites. Includes design criteria, plan review, inspections and enforcement.
• Low Impact Development (LID) program to help meet MS4 permit permanent stormwater quality treatment requirements for new development and redevelopment.
• Post Construction program to ensure permanent stormwater quality controls are designed, built and maintained in compliance with MS4 permit and City standards, and to ensure their long term function and effectiveness. Includes inspections, education, enforcement.
• Implementing the Illicit Discharge Detection and Elimination (IDDE) program to minimize discharges of pollutants to the City's stormwater system and state waters. Includes public education, staff training, spill/illegal dumping response and enforcement.
• Pollution Prevention/Good Housekeeping for Municipal Operations program to minimize pollutants generated at City facilities and from activities. Includes stormwater management plans, staff training, standard operating procedures and facility inspections.
• Water quality studies to inform MS4 program effectiveness, identify opportunities for improvement, and plan for impending increased CDPHE water quality regulations, e.g., Bacteriological Water Quality study in the Cache La Poudre River to plan for the E. coli Total Maximum Daily Load (TMDL).
• Engagement with stakeholder groups and State regulatory agencies to help gauge MS4 program effectiveness, effect change where necessary and possible, and plan for increasingly stringent water quality regulations that may require increased City resources.

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This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.13 Utilities: Water Reclamation and Biosolids Capital Replacement - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,090,000

2026 - $1,090,000

This offer funds the capital replacement program for the Mulberry Water Reclamation Facility (MWRF), Drake Water Reclamation Facility (DWRF), Meadow Springs Ranch (MSR) and Pollution Control Laboratory (PCL). Replacement projects include major maintenance, repair and replacement of aging infrastructure at the wastewater facilities.

The replacement program is focused on a proactive approach to asset management. Facility assets are identified and scored based on their criticality, age and condition. As a result, we prioritize our asset replacement program and schedule accordingly based on resources available (budget, time and people) to ensure the continued performance of the wastewater facilities to meet safety and regulatory requirements. Master planning efforts, condition assessments, staff expertise and computerized maintenance management systems (CMMS) are all tools used to ensure efficient financial planning to maintain the necessary infrastructure integrity.

Projects identified include but are not limited to the following:
- High Voltage Transformers to ensure reliable power to all process areas
- Replacement of aging heat exchangers
- Replacement of process technology, such as probes and meters for process control
- Repairs of Drake Water Reclamation Facility outfalls
- Replacement of process pumps, motors and valves due to the nature of wastewater treatment
- Replacement of programmable logic controllers (PLCs) for continued SCADA (computerized) control
- Replacement of anaerobic digester gas flare
- Facility roof replacements including Pollution Control Laboratory and Engineering Field House
- Facility street and building replacement/improvements
- Replacement of laboratory instrumentation

Goals of all these projects and others not identified is to improve operational efficiency and safe work environments. In the process, we always look to reduce our environmental impact, increase energy efficiency and process optimization.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.14 Utilities: Water Quality Services - Pollution Control Lab - *Offer Type: Ongoing* - Funded

2025 - $1,279,247

2026 - $1,318,270

This offer funds the Utilities Pollution Control Laboratory (PCL), which plays the important role of ensuring that the public, the environment and local waterways

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are protected from pollution through regular sampling and testing of waters that contribute to the wastewater collection and reclamation processes. These testing services support the Utilities Water Reclamation & Biosolids (WRB) Division in attaining and surpassing the water quality requirements set by two state wastewater discharge permits, as well as other related regulations. The lab also supports optimization of wastewater reclamation processes and special treatment studies.

In addition to supporting WRB, the PCL provides sampling and testing services for other City departments including Natural Areas, Streets, and Stormwater, and for monitoring programs on the lower segments of the Poudre River, Rigden Reservoir and Parkwood Lake. Operating the PCL also requires staff to maintain and operate a variety of sophisticated water quality testing instruments, manage a specialized database and oversee a laboratory Quality Assurance Program.

For the past 42 years, the PCL has participated in and successfully passed the Environmental Protection Agency's Discharge Monitoring Report Quality Assurance study. This certification enables reclamation facilities, like the Mulberry and Drake Water Reclamation Facilities, to conduct in house testing and reporting, which translates to cost savings and agility compared to using contracted lab services.

This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for clean water and support treatment operations and facility planning efforts in a safe and cost effective manner. It helps ensure the reclaimed wastewater returned to the Poudre River consistently meets or exceeds the high standards for water quality.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.15 Utilities: Wastewater - Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $390,000
2026 - $325,000

This offer funds the Capital Replacement program for the Water Reclamation and Biosolids (WRB) Division's replacement program for Supervisory Control and Data Acquisition (SCADA) Operational Technology assets. The capital replacement program is focused on replacing assets used in the process control system for the WRB division. Replacing aging infrastructure in the Operational Technology environment is critical to the effectiveness of the wastewater treatment process. Along with the need for effective treatment, the replacement of this infrastructure is driven by the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), Water Information Sharing and Analysis Center (ISAC), and many other nonprofits and government agencies. As today's threat landscape continues to evolve, it is of the utmost importance to have a system that is current. Replacing assets not only helps hedge against cyber vulnerabilities, but it also provides a more versatile system that allows optimization of business operations.

Planned replacement projects include but are not limited to:
• Replacement of Programmable Logic Controllers (PLC) (these are industrial grade computers used specifically for controlling specific processes in the water treatment facilities)
• Replacement of Human Machine interface (HMI) Clients (these are computer workstations used to control the wastewater treatment process)

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence

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7.16 Utilities: Wastewater - Trunk & Collection - *Offer Type: Ongoing* - Funded

2025 - $2,162,810

2026 - $2,237,831

This offer funds all Wastewater Trunk & Collection operations core services, including management, operation and maintenance. Wastewater Trunk & Collection operates and maintains a 458 mile wastewater collection system, including maintenance of more than 10,000 manholes, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service.

One of the main responsibilities of the collection system crews is routine maintenance of the system including washing/cleaning 1.4 million feet (125 miles) of wastewater pipes and performing television inspection on approximately 240,000 feet (45 miles) of pipes annually. These maintenance tasks are performed year-round to prevent blockages and comply with State and Federal Health and Safety Standards.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence

7.17 Utilities: Wastewater - Collection Small Capital Projects - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,750,000

2026 - $1,750,000

This offer funds design and construction of smaller high priority wastewater sewer main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects in house. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The planned projects to be completed in 2025 and 2026 are:

- 1100 Blk Juniper Ct
- 200 Blk Clover LN
- 1300 Blk Stover
- 100 Blk Fishback
- 1500 Blk Maple Ct
- 1200 Blk Cherry St
  600 Blk Monte Vista
  600 Blk Powderhorn
  1600 Blk Sand Creek
  1000 Blk Timber Ln
  1200 Blk Constitution
  2900 Harvard St
  2900 Blk Querida St

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

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7.19 Utilities: Water Conservation - *Offer Type: Ongoing* - Funded

2025 - $1,401,458

2026 - $1,447,306

Water Conservation (WC) provides services to residential and commercial water users, including internal City departments. WC offers rebates for water efficient products and installations; the Xeriscape Incentive Program; 24/7 access to hourly water use data; custom water budgets and efficiency audits; critical internal services, such as commercial development irrigation plan review; responding to and resolving wasting water concerns from community members; notifying customers of potential leaks; and managing water shortage responses, including water restrictions. We are continually adapting to meet the evolving needs of our community. Examples include making numerous program changes to minimize barriers and more equitably serve the community.

WC is undergoing a major update to the WEP (completed by 2025) and will include new goals and prioritized strategies to achieve those goals in the face climate change. One objective of the updated WEP is to use budget and staff resources to achieve results more effectively. WC's programs and initiatives have resulted in a 5 year average of 154 million gallons of annual savings. Much of those savings persist for the life of the efficiency upgrade, which translates to cumulative, ongoing reductions in customer bills and reduced risk of water shortage. Many programs and initiatives result in savings that can't be quantified and have positive impacts extending beyond water savings. WC programs are the most cost effective strategy for managing water and are foundational to a sustainable future because they support the local economy and community by lowering utility bills, reduce risks to water using businesses, create jobs, and improve the resilience of homes, businesses and landscapes. With increasing temperatures come decreasing water supply and increasing water demands. Proactively implementing water efficiency is a fiscally and environmentally responsible way to prepare for the future.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

7.20 Utilities: Stormwater - Community Spill Response - *Offer Type: Enhancement* - Funded

2025 - $40,000

2026 - $40,000

Fort Collins community members enjoy local creeks, lakes and the Cache la Poudre River for recreation, fishing and enjoying nature. The Community Spill Response program helps protect people, aquatic life, plants and wildlife by cleaning up pollution before it flows into the stormwater system and local water bodies.

As stormwater flows over pavement and other hard surfaces, it picks up pollutants common in an urban environment such as dirt, automotive fluids and fertilizers, and transports them into streams via a system of stormwater conveyances. To minimize pollutants entering streams, the City's MS4 permit requires the implementation and enforcement of a program to respond to spills and illegal dumping and ensure cleanup.

Quick response is necessary to stop the flow of a spill and clean up the material before it enters the stormwater system or a downstream waterway. Environmental Regulatory Affairs (ERA) staff respond to incidents during business hours and are trained to clean up minor spills safely. Larger spills, hazardous materials, wastewater or spills that enter the stormwater system or a stream require specially trained personnel and equipment to stop the flow and remediate the waste. ERA staff uses a contractor to carry out this hazardous work during business hours, and on call Water Utilities staff use the same contractor after hours.

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Costs for Community Spill Response are dependent upon the number of large or hazardous waste incidents where no responsible party is known, or when the responsible party refuses to clean up a spill in an emergency incident. Funding was reduced in previous budgets in years when there were few incidents requiring professional cleanup. In recent years, however, the number incidents has increased, making it necessary to re establish funding to ensure the local water bodies are protected from pollution.

This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

7.21 Utilities: Stormwater - Household Hazardous Waste Collection - *Offer Type: Ongoing* - Funded

2025 - $269,600

2026 - $275,343

This offer will provide City staffing, contractor staffing and disposal for one Household Hazardous Waste (HHW) collection event in 2025 and 2026. Current staff provides project management, event support and regulatory compliance services for the event, while a contracted vendor provides services for management, packaging, transportation and disposal of collected materials. The requested budget includes funding for recycling and disposal services, event support and supplies, and extra staffing for the event.

Appropriate disposal of HHW plays a significant role in community risk reduction and waste diversion. In 2009, City Council requested staff provide residents with a convenient opportunity to dispose of HHW. In fulfillment of the request, Fort Collins Utilities Stormwater rate payers provided two HHW collection events per year from 2010 2019. Due to COVID 19, no HHW events were held in 2020 and 2021. Since the initiation of the HHW events, the Larimer County Household Hazardous Waste program and the Timberline Recycling Center (TRC) operations have become well established and offer year-round services that accept the same materials.

This event is being offered to provide community members with a convenient opportunity for HHW disposal.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence

7.22 Utilities: CS&A - ERA Restructure - *Offer Type: Enhancement* - Funded

2025 - $32,644

2026 - $33,624

The existing structure of Environmental Regulatory Affairs (ERA) is one working Sr. Manager with 10 direct reports, covering numerous environmental topics. The proposed restructuring of ERA includes releveling five existing positions. The goal is to create unified programs with direct reporting structure for work in the same program areas. It also proposes to move the programs currently managed by the ERA Manager to staff. The ERA Manager will continue to have bench depth knowledge for support as backup for staff workload overflow and leaves of absences. This overall restructuring will create efficiencies in program implementation, increase customer service, and align responsibilities to the associated topic area. It will also create room for more strategic planning in shifting to a One Water mentality, engaging with internal and external partners, and preparing for future regulations that are becoming more prescriptive and nuanced. The ERA restructure is needed to be able to provide the necessary level of service to the organization for regulatory support and compliance.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence

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7.23 Utilities Light & Power - Virtual Power Plant Development and Enrollment - *Offer Type: Capital Project* - Funded

2025 - $1,215,000
2026 - $1,315,000

A VPP is an orchestrated combination of distributed energy resources (DER), including Wi Fi thermostats, GIWHs, electric vehicles, batteries, etc. When DERs are operated together under the coordination of the distributed energy resource management system (DERMS) and optimized for different outcomes, they function as a VPP.

The DERs have performed effectively in ongoing programs and are poised to be scaled up incrementally over the next five to six years. With this 2025 2026 offer, scaling up will achieve approximately 40% of the 2030 grid flexibility OCF goals by funding the deployment of 1,200 Wi Fi Thermostats, 600 thermal storage systems (GIWHs) and 500 other resources.

To better leverage different adoption rates and preferences from residents, the “500 other resources” will comprise additional thermal storage systems, Wi Fi thermostats, or electric vehicle load management (via telematics or EV charging stations).

This offer leverages the existing IntelliSource software platform and call center, described in Ongoing Offer 7.3, to also provide customer enrollment and customer support for residents in these enhancement programs.

Functioning as a VPP, the thermostat programs deliver distribution system peak demand management and customer cost savings during the summer months. Both GIWHs and EV battery load management resources can increase or decrease energy consumption to utilize or store surplus renewable generation available on the grid. They mimic a power plant by using excess renewable generation from overnight wind or daytime solar to heat customers’ water or charge their EV batteries.

Additionally, the DERMS/VPP will be automatically integrated with PRPA operations, reducing residents’ energy costs through the increased efficiency of a regional grid.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

7.24 Utilities Light & Power - Strategic Electrification Design Assistance Programs to support affordable housing - *Offer Type: Enhancement* - Funded

2025 - $350,000
2026 - $400,000

Two-thirds of greenhouse gas emissions in Fort Collins are emitted from energy used in buildings. To maximize the use of renewable energy, many buildings need greater design focus on reducing heating and cooling demands through attention to air sealing and insulation details to ensure higher building performance.

The Integrated Design Assistance Program (IDAP) has a proven track record of success in assisting project teams in constructing higher performing buildings compared to buildings that did not receive IDAP services. The cost of IDAP participation can be a significant barrier to program entry because the customer must hire and pay an energy consultant, which costs approximately $30,000. This proposed enhancement would allow IDAP to provide the energy consultant at no cost, making participation easier for underserved affordable housing projects. Funding this offer for IDAP Affordable Housing Assistance will be $100,000 for

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2025 and $175,000 for 2026.

Additionally, funding from this offer will be used to implement an innovative home design program that will provide no cost, pre approved design plans with ultra high efficiency panelized construction that will reduce community greenhouse gas emissions. Using these plans will allow a builder to streamline their projects by up to 6 weeks by: (1) not needing to wait for plan reviews and (2) building a structure that will be assembled in a few days as opposed to a few weeks. Homes built to these innovative plans will also reduce construction costs by up to $50,000 per home. Funding for the proposed “Designed for 2030” Stock Plans program will be $250,000 for 2025 and $175,000 for 2026.

Staff estimate this offer will influence higher performance construction with demonstrations in 10-20 housing units in the first two years. Demonstrations will seed the affordable housing market for growth in high performance building practices in future years as we approach the Our Climate Future 2030 zero carbon code.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

7.25 Utilities Light & Power - Epic Loan Program Funding - *Offer Type: Enhancement* - Funded

2025 - $550,000

2026 - $500,000

Funding this offer supports the Epic Loans program, which offers customers attractive and simple financing for single-family home electrification, solar and battery storage projects. The program uses the guidelines of the Efficiency Works Home and Solar Rebate programs to qualify eligible projects. Loans are available up to $50,000 with terms up to 15 years and the customer convenience of loan servicing on the utility bill.

The program has grown to a point where more capital is needed for the ongoing Epic Loan Program management without negatively impacting Utilities Light & Power enterprise funds that have historically been used in the portfolio to bring rates down. Epic Loans are funded with previously committed Light & Power reserves, grant funds and capital from third parties. This offer enhances the innovative approach of blending public and private capital to build an attractive portfolio that allows Utilities to stretch the impacts of public funding with low risk and convenient utility bill loan servicing. Blending low cost capital with capital loans through agreements with private banks has a proven track record of stretching limited low cost capital and helps to meet the growing demands of the community. The key to success is to have enough low cost capital to blend into the portfolio to help buffer the higher bank rates. Adding this offer to the mix would allow the program to continue to grow and find ways to continue to scale.

Funding this offer contributes to the ultimate vision of providing community members with an on bill revolving loan fund with minimal impacts to utility rates.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV - 24/7/365 Operational Excellence

7.27 Utilities: Wastewater - Inflationary Increases - *Offer Type: Enhancement* - Funded

2025 - $686,259

2026 - $608,699

This offer supports ongoing operations of the Wastewater Utility, inclusive of Wastewater Collections, Water Reclamation and Biosolids, and the Pollution Control Laboratory.

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The Wastewater Utility operates two water reclamation facilities, with a combined rating up to 29 MGD; maintains a 458 mile wastewater collection system, including maintenance of more than 10,000 manholes; and is supported by its Pollution Control Laboratory with sample collection and analyses. These three core operational teams work in conjunction to meet or excel beyond regulatory requirements, protecting public health, safety and water quality.

A significant rise in inflation has impacted operational costs required to maintain minimum levels of service in all areas of the Wastewater Utility. Monies requested through this offer will fund operational costs including, but not limited to, rising electrical and natural gas prices; increase in chemical costs critical to meet permit requirements; fluctuations in fuel, oil and grease pricing; and other equipment, material and services needed to meet regulatory requirements and provide exemplary collection system conveyance and water reclamation services to the City's Wastewater Utility rate payers.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence

7.28 Utilities: Wastewater - DWRF Septage Receiving - *Offer Type: Capital Project* - Unfunded

2025 - $3,800,000

2026 - $0

The Drake Water Reclamation Facility accepts waste from sources such as land management vault toilets, portable toilets and septic tanks. The current facility was constructed in 1992 and is approaching the end of its useful life. Also, the current facility is located inside the preliminary treatment building, which causes additional odor and corrosion issues for the building due to hydrogen sulfide. This project will move the septage receiving station out of the preliminary treatment building and further to the periphery of the plant, decreasing direct exposure to raw wastewater and hydrogen sulfide. Funding allows for construction of a new station within the confines of the existing water reclamation facility.

After completing this project, there will be continued services of a valuable community asset for waste not connected to the collection system and safer operations for waste haulers as well as plant staff.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- SAFE - 24/7/365 Operational Excellence

7.29 Utilities: Wastewater - Developer Repayments - *Offer Type: Enhancement* - Funded

2025 - $200,000

2026 - $150,000

This offer will reimburse development projects that have paid for the design and construction of specific regional wastewater improvements required by the City's approved wastewater master plans that are not fully attributable to the respective development. These improvements are typically projects that require upsizing or additional downstream wastewater mains to convey flows to wastewater interceptor mains.

Significant development is occurring in both the northeast (near and north of Suniga Road) and southeast (near Ziegler Road south of Kechter Road). Occasionally, developments need to construct additional regional wastewater improvements that are not fully attributable to that specific development. Development review staff from the City and the respective developer consulting team coordinate efforts to address both public and private participation. The developer provides easements if required for installation and maintenance of the new facilities.

There are two anticipated reimbursements in the next two years. The Fischer Property sanitary sewer reimbursement is estimated at $252,000 and the Fort

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Collins Rescue Mission sanitary sewer is estimated at $190,000, for a total of $442,000. There is currently a balance of $118,277 in the Wastewater Developer Repayments account. Funding in the amount of $200,000 in 2025 and $150,000 in 2026 will provide sufficient funding to reimburse the respective developers.

Because the timing of reimbursements is dependent on others, specific projects are difficult to anticipate in advance. If funding is not available, this impacts the pace and location of development within Fort Collins.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

7.30 Utilities: Wastewater - DWRF Sidestream Phosphorus Removal Phase 2 - Design - *Offer Type: Capital Project* - Funded

2025 - $1,000,000

2026 - $0

This offer will fund design of Sidestream Phosphorus Removal – Phase 2, a multi-phase capital project to meet increasingly stringent nutrient removal requirements to meet regulatory mandates created to protect and improve watershed and environmental health.

In 2017, the first phase of this project was funded for process selection, design and implementation of the phosphorus removal system. Since the system became operational in 2020, the Drake Water Reclamation Facility has met initial phosphorus removal requirements set forth by the State of Colorado. However, the current system cannot provide consistent treatment while allowing for the resiliency and reliability the Wastewater Utility requires for regular system maintenance and improvements. The existing system needs repairs and improvements to meet current environmental regulations. Additionally, near-future regulatory changes require this second phase to achieve permit compliance. This offer also meets Utilities' Asset Management and Reliability Program by adding the second phase of this phosphorus removal system to maintain treatment reliability and established levels of service.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence

7.31 Utilities: Water/Wastewater/Stormwater - CLPR Water Quality Network (Dashboard) - *Offer Type: 1-Time Enhancement* - Funded

2025 - $51,000

2026 - $0

The PWQN is currently a collection of eight real time water quality monitoring stations along the Poudre River. The goal of the PWQN is to 1) improve the understanding of current and future water quality threats; 2) guide management decisions to sustain and improve water quality; and 3) engage the community in the importance of river and watershed health. The PWQN dashboard will further support these goals by sharing information about current water quality conditions in the Poudre River with other City staff, researchers at Colorado State University, and the broader community.

Funding for annual PWQN operations and maintenance (O&M) was awarded through a 2023/2024 budget enhancement offer. The annual O&M is essential to maintaining a continuous, consistent, high quality and reliable data record. Funding this offer in the 2025/2026 budget will share the information the PWQN collects with the public. Funding will be used to 1) procure a consultant to design and build a user friendly dashboard that presents the data in a widely accessible format; 2) train staff to use, operate and maintain the dashboard; and 3) support communication, outreach and engagement strategies to broadly share the dashboard and educate the community on Poudre River water quality.

The PWQN’s primary impact is the advancement and use of innovative water monitoring technologies and data to support integrated, cross departmental

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planning and decision making. The public facing data dashboard will provide easy access to information to help the City better manage water quality data and communicate Poudre River water quality condition. This project will also help meet the community's vision to manage water resources in a manner that enhances, protects and sustains the services provided by the Poudre River.

This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

7.32 Utilities: Wastewater - DWRF Preliminary Treatment Preliminary Design - *Offer Type: Capital Project* - Funded

2025 - $2,000,000

2026 - $0

The Drake Water Reclamation Facility's (DWRF) existing Headworks facility provides preliminary treatment to raw wastewater entering through the collection system. This preliminary treatment process area, which is highly corrosive and odiferous, is the first stop along the wastewater treatment flow and sets up downstream process areas for success, ultimately determining overall regulatory performance. The existing preliminary treatment facility was constructed in 1992; most of the equipment supporting this process has reached the end of its useful life and replacement parts are no longer available. Many pieces of current process area equipment are also outdated, allowing large debris pass-through, negatively impacting downstream processes. A condition assessment conducted as part of the 2017 master plan confirmed failing and ineffective process equipment and infrastructure in all areas of the headworks facility and recommended replacement by 2024. Additionally, supporting equipment, like odor control and HVAC, cannot maintain adequate air circulation, allowing accumulation of hydrogen sulfide, an off-gas of raw wastewater, to unsafe levels. An audit of the facility conducted by CDPHE in January 2024 highlighted major findings related to influent monitoring. Failing to document meaningful progress toward addressing these findings through this project will lead to permit violations.

This offer will fund preliminary design, which will include site assessment, evaluation of process needs, new versus existing building footprint and foundational infrastructure, equipment evaluation and selection, and determinations of probable costs for final design and construction efforts.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence

7.33 Utilities: Wastewater - 1.0 FTE Maintenance Operator - *Offer Type: Enhancement* - Unfunded

2025 - $74,001

2026 - $80,295

Funding this offer would increase the Wastewater Construction crew by 1.0 Full Time Equivalent (FTE), which would bring it to a total of eight operators. The industry standard for a construction crew working to replace water and wastewater pipes is eight employees for efficiency and, most importantly, safety. The current crew contains 7.0 FTEs, which often leaves the crew shorthanded when other operators are driving trucks back and forth to get material or parts. Wastewater trenches are typically 8 feet or deeper and often can be deeper than 15 feet, which introduces a number of potentially fatal hazards. The additional FTE ensures that a competent person is always onsite as other operators are working in the trenches. The competent person is responsible for watching for hazards, ground shifting, shoring integrity, and confined space protocols and equipment.

When the crew has additional employees out sick, on vacation, etc., the work still needs to continue and in those cases contactor trucking is hired, which costs

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about four times more per hour than it costs to employee another FTE. Having the additional FTE on the construction crew allows for the optimal number of 8 employees most days and provides some flexibility in order to provide work-life balance to other crew members if they have need for time off.

The Wastewater Utility has an extensive capital improvement program over the next 10 years with a total annual replacement of 4.5 miles of wastewater each year. Currently the in-house construction crew is able to replace 1.5 miles of pipe each year, which accounts for a significant portion of this 4.5 mile goal. The remaining 3 miles will need to be replaced with contractors, which cost more money per foot and require additional staff to inspect and manage. In house construction crews provide their own inspection and management and focus on craftsmanship and quality since they need to respond after hours to issues and problems with improper installation.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

7.34 Utilities: ERA 1.0 FTE - Stormwater Inspector for Soils - *Offer Type: Enhancement* - Unfunded

2025 - $0

2026 - $97,330

This offer helps fulfill the 2021 2023 Council Priority #14 Effective Soil Amendment Policies and Compliance (water usage), which proposed code revisions as well as program improvements. Soil Standards, which include both soil amendments and loosening, ensure land disturbed by development is returned to a condition for optimal vegetation growth.

The proposed program improvements include a shift from an administratively implemented program to a comprehensive field inspection program. The current administrative process reviews receipts of soil amendments to confirm correct amounts are being added. The proposed field inspection would verify the tilling in of soil amendments and adequate soil loosening. This offer for 1.0 FTE would allow these field inspections and associated work to be performed.

Environmental Regulatory Affairs evaluated several program options and determined that hiring an FTE into an existing inspection group would result in the highest efficacy and confidence in the program. It also allows for enhanced cross training, cross departmental coordination and continual improvement. Because properly amended soils are fundamental to all vegetation establishment and take extreme efforts and cost to redo after landscaping is complete, it is recommended to inspect all applicable sites. Inspecting all sites provides the highest level of equity; there is no perception of preferentially selecting sites. The additional workload cannot be added to existing staff workload because the timing of inspections does not coincide with other inspections and often must be conducted on short notice.

This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

37.1 Natural Areas - Land Conservation - *Offer Type: Ongoing* - Funded

2025 - $4,953,285

2026 - $4,943,348

The purpose of this offer is to fund the Land Conservation work group of the City's Natural Areas Department (NAD) with designated City and County sales tax revenues. Conserving and protecting land and water is the core purpose of the City's voter initiated ballot measures and a primary department goal.

The main land conservation activities include:

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- Acquisition of land and water rights in accordance with the Natural Areas Strategic Framework and City Plan
- Acquisition of interests in land via conservation easements and leases
- Annual monitoring of more than 30 conservation easements on over 26,550 acres and maintaining strong partnerships with the respective landowners

This offer includes funds to buy and conserve land and water rights and provide the services associated with this work. In addition to funds for acquiring land and water, this includes costs associated with staff, legal advisement and preparations, real estate services support, appraisals and surveys. Additionally, this offer provides funding to acquire and steward conservation easements. While some conservation services are contracted, most are provided internally by NAD staff, Real Estate Services, and the City Attorney's Office, who are compensated by Natural Areas. This work group also administers right of way (ROW) and utility easement requests, in addition to negotiating, administering and monitoring more than 20 leases.

Land Conservation has several geographical focus areas: regional, community separator and local. Conservation work strives to strike a balance between regional and urban acquisitions; to date NAD has completed 160 transactions locally (5,858 acres; $43M total) and 51 transactions regionally (58,065; $55M). On average, the department negotiates and closes six complex land conservation and ROW transactions valued at $4.8 million annually.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.2 Natural Areas - Department Management - *Offer Type: Ongoing* - Funded

2025 - $1,582,381

2026 - $1,625,459

Offer Summary
This offer includes funding for Department Management staff (Director, Business Support Team, Financial Analyst), office supplies for the entire department, safety, and employee team expenses, and required payments to City of Fort Collins for Safety & Risk Management, Administrative, and IT support.

The Department Management team facilitates the functions of the rest of the Natural Areas Department by providing leadership, strategy, budgeting, long-range planning, and site management decision-making, which protects and maintains natural areas.

This team is responsible for high level strategy and external relationships, which are critical to the success of the Natural Areas Department, especially with a ballot measure to continue funding Natural Areas expected in the 2025 election. Department Management supports strategic planning efforts such as the Natural Areas Strategic Framework, which sets the course for the next 10 years. The Strategic Framework implements the priorities established by the founding ballot language, City Council, City leadership, plans, policies and community voices.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.3 Natural Areas - Public Engagement - *Offer Type: Ongoing* - Funded

2025 - $719,356

2026 - $734,196

Through this offer, community members have diverse opportunities to steward and connect to their natural areas through activities, communications, opportunities to influence natural areas policies and management, and volunteer opportunities.

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A key engagement strategy is that each Public Engagement staff member holds trust-based relationships with groups representing historically underserved communities. This work in 2023 included LGBTQ+ and bilingual or Latinx community-focused activities, collaboration with community consultants to hear accessibility feedback, ongoing dialog with the Native American and Indigenous community, and a programming partnership with two Boys & Girls Club locations. In 2025-2026 there is a commitment to continuing and growing this work.

Public Engagement programming and activities include the involvement of 760 volunteers who contributed 10,031 hours in 2023, the equivalent hours of five full time employees, and a value of $316,000. The work funded by this offer also includes developing materials for the community, such as maps, brochures and interpretive signs (all are bilingual English/Spanish as they are updated/replaced); technology; and free activities, events and field trips. In 2023, volunteers and staff provided 410 activities that reached 12,502 participants.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.4 Natural Areas - Ecological Stewardship - *Offer Type: Ongoing* - Funded

2025 - $2,513,374

2026 - $2,572,240

The Ecological Stewardship team provides native vegetation restoration and wildlife habitat improvement services to the community. This includes planting locally adapted vegetation, managing wildlife, monitoring both vegetation and wildlife, using landscape scale management tools such as grazing and prescribed fire to improve habitat, and providing noxious weed control. This work supports the Natural Areas Department's conservation mission to conserve and enhance lands with natural resource, agricultural and scenic values, with particular focus on Goal 2 of the Natural Areas Master Plan (2014): Protect and Improve Ecosystem Health and Resilience.

Most properties acquired for natural resource benefits through the City and County open space dedicated sales taxes require remediation and improvement to effectively provide habitat for pollinators, native plants and wildlife. Although property acquisition is the key step in conservation efforts, without habitat improvement, degraded land cannot support the diversity of flora and fauna required to create a healthy and resilient ecosystem. Efforts funded through this offer include the seeding and planting of native vegetation to support a variety of wildlife species including large mammals (such as deer, black bear and mountain lion), birds (such as bald eagle, turkey, grasshopper sparrow and bobolink), and important pollinators (such as native bees).

This offer also provides continued support for the reintroduction of the black-footed ferret, a federally endangered mammal re established at Soapstone Prairie Natural Area in 2014. The City of Fort Collins is the only municipality to reintroduce black-footed ferrets in the United States. The US Fish and Wildlife Service awarded the 2023 USFWS Recovery Champions Award to the City of Fort Collins Natural Areas Department and the City Wastewater Utility for their outstanding and important partnership in species recovery efforts.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.5 Natural Areas - Trails and Visitor Amenities - *Offer Type: Ongoing* - Funded

2025 - $1,525,673

2026 - $1,549,940

The City manages 45 natural areas open to the public, encompassing 42,000 acres and 114 miles of trail. The Trails and Visitor Amenities (TVA) work team manages essential infrastructure such as trails, parking lots, fences, restrooms and signage that protect natural resources and connect people to nature. These

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built infrastructure features are carefully designed to enhance visitor enjoyment and safety, while helping to protect natural resource values. The Natural Areas Department's 2020 visitor survey asked respondents to rate their satisfaction with natural areas amenities. Ratings of good and excellent exceeded 95%. The next time this survey will be repeated is in 2025; however, the 2023 Larimer County Open Lands Survey concluded that resident feedback indicated high satisfaction with open space and trails and there is a strong desire for continued trail based activities. Additionally, growing communities in Larimer County may mean increased visitation pressures on some properties. With this increase in population, the need for additional amenities and maintenance is required to keep visitor satisfaction high.

Additional demands on the trails and visitor amenities teams are required due to the effects of climate change on the regional environment. Inconsistent and severe weather patterns have necessitated increased repairs and maintenance at many sites and these conditions are expected to continue or worsen over time.

Funding this offer will contribute to maintenance and improvement of trails and visitor amenities, which are vital to ensuring natural areas conservation, continued wellness opportunities, high quality of life, and natural settings for public visitation.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.6 Natural Areas - Facility Operations - *Offer Type: Ongoing* - Funded

2025 - $1,107,490

2026 - $1,133,793

The Facility Operations work group (FO) is responsible for constructing and maintaining buildings and infrastructure that support Natural Areas staff and programs. The City manages 52 natural areas, which encompass a variety of structures. The Facility Operations work group maintains NAD's essential equipment and field supplies, as well as 17 office and shop buildings, 7 residences, 23 vault toilets, the Primrose Studio and Creekhaven public use facilities, and more than 20 historic structures. This offer also supports associated Natural Areas infrastructure such as utilities, asphalt, concrete, solar gates, call boxes and the like. This offer supports employee and public safety through well maintained facilities and office spaces.

Funding this offer will enable Facility Operations to continue to oversee asset management systems, routine and long-term infrastructure projects, and ongoing field operations related to infrastructure management. FO manages existing facilities and associated infrastructure to promote a healthy work environment, meet City carbon goals, improve staff efficiency and preserve historic integrity. FO ensures that the construction and removal of infrastructure meets every compliance and regulation standard whether it involves abatement, removal, remodels or new builds. FO ensures that all NAD facilities are in compliance with ADA regulations, make the best use of department resources and uphold energy efficiency and sustainability standards.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

37.7 Natural Areas - Planning & Special Projects - *Offer Type: Ongoing* - Funded

2025 - $1,627,098

2026 - $1,630,505

This offer funds the Planning and Special Projects (PSP) work group of the Natural Areas Department (NAD) with dedicated sales taxes. This team provides

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planning services that reflect community and City priorities for conserved open spaces. PSP also provides project management services, driving the department's goals to conserve land and water, enhance ecological health, and connect people to open lands and nature. This work includes leading complex restoration and management efforts and providing leadership to Poudre River health initiatives and Nature in the City habitat and landscape projects.

Priorities for 2025 2026 include finalizing the department's 10 year strategic plan and continued management planning based on geographic zones. Building on extensive public engagement and Council feedback gathered in 2024, PSP will seek Council adoption of the Natural Areas Strategic Framework by the end of 2025. Additionally, work will focus on implementing management priorities at Soapstone Prairie Natural Area, the Poudre River, and sites within the Urban Zone, which covers the northern half of the City's Growth Management Area. A management update will be completed for the Montane Zone, including Bobcat Ridge Natural Area, and will begin for properties within the Fossil Creek Zone. Throughout all planning efforts, NAD gathers diverse perspectives on the community's value of and priorities for natural area management.

Other PSP priorities include onboarding new natural areas and opening sites to the public, including the addition to Bobcat Ridge Natural Area. Restoration work will focus on completing design and permitting for a project at Arapaho Bend Natural Area and continuing efforts to enhance flow in the Poudre River. PSP staff also support Nature in the City priorities described in Offers 38.1 and 38.2.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

37.8 Natural Areas - Asset Management - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $673,610

2026 - $677,687

Natural Areas is responsible for a variety of assets including buildings, vault toilets, parking lots, fences, roads, road bridges, trails, a fleet of vehicles, and specialized equipment such as tractors, watering trucks, and seeding equipment. This offer includes all costs associated with capital replacement of major equipment, and it funds unanticipated major maintenance needs. Proper asset management is essential to implementing the department's mission and to meeting the requirements of the sales tax ballot language, which requires appropriate management of conserved lands.

This offer reflects the asset management plan and financial model that Natural Areas created ten years ago, which continually informs financial decisions. The model predicts Natural Areas' annual and long range capital restoration and major maintenance costs. Natural Areas maintains a minimum $2 million asset management fund balance (a fund balance is non budgeted, non appropriated sales tax revenues, similar to a savings account). The Natural Areas Fund balance provides a contingency that can be appropriated for unpredictable major capital replacement or major maintenance needs.

This offer provides for the asset management anticipated costs for 2025-2026 and ensures/replenishes the $2 million balance. This is so that replacement needs such as vehicles, small and major equipment, roads, fences, restrooms, etc. are covered, while maintaining $2 million on hand in the fund balance for potential appropriation. The $2 million would be critical if a costly asset such as a road bridge were to need replacement. With infrastructure such as 114 miles of trail, 29 parking lots, 23 vault/flush toilets, 7 on-site caretaker residences, and 17 office/shop/storage buildings, $2 million is a small percentage of Natural Areas' overall capital assets value.

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This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.9 Natural Areas - 1.0 FTE Sr. Coordinator - Built Infrastructure - *Offer Type: Enhancement* - Funded **2025 - $0**

2026 - $82,920

Over the past 15 years, the Natural Areas Department's (NAD) acres conserved has grown by approximately 40%, with a 13% increase in staff during the same period. In addition, NAD has more volunteers offering support than the department has the capacity to coordinate, and there are more priority infrastructure projects than staff can address in a timely way. By working with community volunteers and adding technical expertise to the staff, this new position would build Natural Areas' capacity to host more field based volunteer opportunities. It would expand beyond the well established education and patrol programs to increase offerings in trail, vegetation and infrastructure projects year-round.

Currently, the Natural Areas Department has the capacity to offer a few volunteer projects per year for community members who are passionate about the wellbeing of Fort Collins' public lands. This position would expand the number and variety of offerings for folks with different interests and skillsets. Volunteer coordination requires strong relationships with community members and organizations, safety and logistics training, detailed communications, and meticulous scheduling–and that is all before the project even starts. This position would engage new volunteers to expand NAD's ability to work with volunteers it has not been able to support in the past. This position could also support outside funding to support volunteer efforts.

By funding this offer, the Fort Collins community will be strengthened by activating volunteer opportunities guided by stewardship, inclusion and impact. The Sr. Coordinator will engage the community in the management of their natural areas, support natural areas operations, and enable increased public involvement in trails maintenance, visitor amenities upkeep, infrastructure repairs and restoration projects.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.10 Natural Areas - 3.0 FTE Ecological Stewardship Positions - *Offer Type: Enhancement* - Funded **2025 - $142,036**

2026 - $276,973

Natural Areas acreage has increased 40% in the last 15 years, yet staffing has only increased 13%. Investing in staff to build management informing robust monitoring programs will provide greater habitat diversity and increased support for declining species. These positions, in partnership with the Colorado Natural Heritage Program, Colorado Parks and Wildlife, the Natural Resources Conservation Service and others will strengthen an adaptive management approach to land management and better fulfill City stewardship commitments.

The 2022 NABCI State of the Birds Report reveals that grassland birds suffered the greatest population declines of any land based ecological community since 1970. The US Fish and Wildlife Service lists 25 local bird species as species of conservation concern. Conversion of land from native condition is the primary driver of species decline.

The Natural Areas Department takes degraded lands and restores them to diverse habitats supporting pollinators, birds and a variety of wildlife. Akin to a sepia photograph, unrestored, degraded lands provide little diversity and do not aid in the recovery of declining species. Restored and managed lands provide high diversity, or full color images, that contribute to species recovery and allow for deeply immersive nature experiences. Collaborating with Bird Conservancy of the

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Rockies, staff maintain a rich multi year bird dataset clearly showing the value of restored and diverse landscapes.

The department's 70 square miles of land include projects representing over $7M in habitat investments. Examples of projects include reintroduction of the Black footed Ferret, floodplain improvements along the Poudre River, and expansion of Northern Leopard Frog populations. Collectively, these efforts lead to better soil health, greater absorption of rainfall and carbon, and increased diversity of plants and habitat niches. Without ongoing management these projects will return to a degraded state.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

37.11 Natural Areas - 1.0 FTE Environmental Planner, Cultural and Historic Resources Management Planning - *Offer Type: Enhancement* - Funded

2025 - $73,419

2026 - $97,562

The purpose of this offer is to fund one FTE in the Natural Areas Department (NAD) with designated sales tax revenues. Over the past 15 years, NAD's acres conserved has grown by approximately 40%, with a 13% increase in staff during the same period. This position will support implementation of management priorities including opening sites, completing ecological restoration and updating visitor amenities. The position will conduct cultural and historic resource surveys, engage the community about management decisions, prepare nominations for historic registers and support management planning.

Significant cultural and historic resources are located in City-owned Natural Areas. While many resources have been documented and listed on historic registers, others require research to determine eligibility for listing. Across NAD's portfolio of conserved land, cultural resource plans are needed to support ongoing stewardship. In the coming years, NAD anticipates an increased need for archeological surveys to support onboarding new acreage and to carry out management priorities on long held properties.

This position will help NAD more effectively and efficiently document, protect and manage cultural and historic resources. It will add value and expertise to community conversations facilitated by the City's Equity and Inclusion Office. It will also support fulfillment of repository responsibilities of the Fort Collins Museum of Discovery. The position will elevate protection standards by training NAD staff and volunteers on how to identify and treat resources in the field and ensure compliance with local, state and federal regulations. It will perform needed surveys, respond to changing needs, and develop public education materials. The position may also support getting external funding for some cultural resource support needs.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

37.12 Natural Areas - Bridge Replacements - *Offer Type: Capital Project* - Funded

2025 - $2,500,000

2026 - $0

Over the past five years the Natural Areas Department (NAD) has acquired several parcels in different areas of the region that will provide the community with habitat conservation and access to nature. Two parcels, adjacent to Bobcat Ridge Natural Area, will add on to this beloved site, providing regional access to large areas of conserved land and protecting sensitive resources including Buckhorn Creek. In town, parcels along the Dry Creek Corridor, north of Willox Lane, protect an important tributary to the Poudre River and provide nearby access to nature for historically underserved portions of the community.

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Each site contains a bridge that provides access into the property. A City of Fort Collins Engineering Department inspection identified multiple deficiencies on both structures. These deficiencies impact daily operations and maintenance, prevent the sites from being open to the public, and most critically, prevent access for emergency personnel into the sites. The bridge located in the Dry Creek parcel is the sole point of vehicle access for occupied infrastructure on that property. The bridge at Bobcat Ridge provides a main point of access with the alternate route being over a five mile distance around and largely on 4x4 two track dirt road. Assessments of the bridges have determined they need to be replaced to provide safe and effective access into these two properties for visitors, department personnel and emergency responders.

NAD has prioritized replacement of both bridges and identified this as a critical step in order to safely open these sites both for public use and staff operations. In alignment with departmental goals and City and Council priorities, the proposed new bridges will not only meet the necessary standards for safety of vehicle travel, but will also have environmentally friendly designs to properly accommodate instream flows, aquatic organism passage and surrounding habitats.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

38.1 Nature in the City - *Offer Type: Ongoing* - Funded

2025 - $118,541

2026 - $121,789

The purpose of this offer is to support Nature in the City (NIC) programming through the development of resources, partnerships and policies that provide community members with tools and access to nature. As Fort Collins grows, NIC works to support the community and ensure all residents have access to high quality natural landscapes, as outlined in the Nature in the City Strategic Plan that City Council unanimously adopted in 2015.

Specifically, this offer continues support for 1.0 FTE position. The planner position supports cross-department integration, develops related resources and programs, and builds partnerships with community members and organizations to extend the impact of NIC's work. By fostering both internal collaborations and public private partnerships, NIC leverages its resources and tools to support integration of diverse, native habitat from the center of Fort Collins to the edges of the Growth Management Area.

After a decade of implementing projects and providing resources to the community, NIC will complete a review of its existing strategic framework. NIC will identify continued priority actions and assess progress toward the vision of a connected open space network accessible to the entire community. NIC programming will support implementation of recent Land Use Code updates that support NIC principles, such as lighting regulations and proposed changes to xeriscape and soil standards.

NIC advances multiple community goals by organizing cross-department initiatives to deliver effective services. This includes convening and facilitating the Citywide Vegetation team made up of staff from multiple departments. Historically, the Vegetation Team has collaboratively implemented diverse projects, such as the Recommended Plant List and the Urban Landscape Design Guide, to support community led efforts.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

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38.2 Nature in the City - CCIP - *Offer Type: Enhancement* - Funded

2025 - $750,000

2026 - $0

The purpose of this offer is to provide one-time funding to Nature in the City (NIC) projects across Fort Collins, through voter-approved Community Capital Improvement Project (CCIP) taxes. NIC projects increase habitat connectivity, foster stewardship and provide community members with inclusive access to nature by integrating small natural spaces into the areas where the community lives and works.

Specifically, this offer supports two project types:

1) Community-led projects support naturalized landscape efforts on private lands ranging from school yards to privately-owned open spaces and front yards. These projects build knowledge and acceptance of diverse native landscapes. They bring nature closer to home and enhance biodiversity. Additionally, they spur conversation among neighbors about the importance and beauty of Colorado landscapes.

2) City-led projects, such as the native grass conversion at Southridge Golf Course, increase habitat connectivity, access and stewardship while engaging the community and supporting City departments to shift their practices toward diverse landscapes and resilient infrastructure.

As Fort Collins grows, NIC projects provide opportunities for people to interact with and become stewards of their surrounding environment. Each project serves as a demonstration of how community members can increase biodiversity across the urban landscape. NIC projects build familiarity with and acceptance of native plantings and naturalized landscapes. Additionally, these projects increase wildlife values by creating stronger connectivity between larger patches of urban habitat, such as natural areas and City parks.

By funding both internal City efforts and public/private partnerships, the community integrates diverse, native landscapes from the center of Fort Collins to the edges of the Growth Management Area. By the end of 2026, NIC anticipates it will have funded over 120 projects across every quadrant of the City.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

38.3 Nature in the City - CCIP - Operations & Maintenance - *Offer Type: Enhancement* - Funded

2025 - $0

2026 - $100,000

The purpose of this offer is to provide operations and maintenance support to projects previously supported by Nature in the City (NIC) funding, through voter-approved Community Capital Improvement Project (CCIP) taxes. Since 2015, NIC has supported projects that increase habitat connectivity, foster stewardship and provide community members with inclusive access to nature by integrating small natural spaces into the areas where they live, work and play.

NIC projects include both internal City efforts and public-private partnerships. By collaborating across the community, NIC supports integration of diverse, native landscapes from the center of Fort Collins to the edges of the Growth Management Area. By the end of 2026, NIC anticipates it will have funded over 120 projects across every quadrant of the City. As of the end of 2023, NIC has supported more than 90 projects, totaling 1,106,000 square feet of native landscaping and habitat enhancements. Many of these projects involve cross-departmental collaborations with Parks; Utilities; and Planning, Development & Transportation. Through alignment and coordination, NIC funding supports multiple City goals through common initiatives.

The NIC strategic plan was unanimously adopted by City Council in 2015. NIC is part of the voter-approved CCIP tax initiative and will receive $3M in capital

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projects funding; 2025 represents year ten of funding for the effort. In accordance with the CCIP schedule, funding from 2026 2030 will shift to support operations and maintenance. Native habitat projects often take between 3 10 years to establish and stabilize, depending on scale and focus. During this establishment period projects would benefit from targeted support ranging from soil amendments to replanting challenging areas.

This Offer supports the following Strategic Objectives:

- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature

40.1 Timberline Recycling Center - *Offer Type: Ongoing* - Funded

2025 - $1,023,462

2026 - $1,047,260

This offer funds Timberline Recycling Center (TRC) operations and staff. The TRC is a public recycling drop off center for both everyday and hard to recycle materials.

The TRC's Everyday Recyclables yard accepts bottles, cans, plastic film, paper, etc., and is open seven days a week.

The Hard to Recycle Materials yard provides a one stop recycling option for items such as yard trimmings, electronics, scrap metal and aggregates, batteries, paint, oil and antifreeze. This site offers the opportunity to accept additional materials as market opportunities arise – bulky plastics, fire extinguishers and baling twine have all been added to the “acceptable items” list since opening the TRC in 2017. The site also provides an opportunity to host community events. The TRC is supported by the Recycling Ambassador volunteers who are trained to answer visitors’ recycling questions, assist mobility limited recyclers in transporting their recyclables to the bins, and support the site upkeep.

Throughout 2024, the TRC is undergoing a strategic transition to in house operations with the support of the Streets Department. This includes the addition of four full time employees (FTEs), a Manager, two Gatehouse Attendants, and a Roll Off Driver. These enhancements aim to elevate the customer service experience, optimize the site design, improve recycling objectives and increase efficiencies.

The TRC is a key component of Fort Collins’ recycling systems and is used by more than 400 recyclers per day.

The Everyday Recyclables Yard supports recycling opportunities for small businesses and residents who choose to haul their own recyclables, serves as “overflow” capacity for residential recyclers, and supports those willing to separate out their recyclables to support them being recycled into higher quality recycling markets. The Hard-to-Recycle Materials Yard offers an opportunity to recycle hard to recycle materials and provides the ability to support the local circular economy.

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

42.1 Environmental Services - *Offer Type: Ongoing* - Funded

2025 - $2,619,312

2026 - $2,702,576

ESD provides internal and external leadership to achieve the community’s goals for greenhouse gas (GHG), air quality, and waste reduction, and supports

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municipal sustainability. ESD has 19 classified, 3 contractual and 4 hourly staff leading as conveners of emission reduction and resilience strategies; managing waste contracting, healthy homes, GHG inventory and AQ monitoring;, and supporting regional wasteshed and oil and gas efforts.

ESD leads or supports three Council Priorities:

- Council Priority #2: Improve Human/Social Health for Vulnerable Populations [Partner]:

A large portion focuses on addressing environmental concerns, specifically, air quality.

Environmental Services operates the Healthy Homes Program and co leads Oil and Gas policy development focusing on local air quality, to name a few.

- Council Priority #5: Accelerate Zero Waste Infrastructure and Policies [Lead]:

Identify pathways to a local/regional construction and demolition (C&D) materials sorting facility and food scrap composting facility.

Leverage existing infrastructure to increase yard trimmings composted.

Develop additional waste and recycling measurement approaches.

Increase municipal industrial materials reuse and recycling.

- Council Priority #6: Reduce Climate Pollution and Air Pollution Through Best Practices and Emphasizing Electrification [Partner]:

ESD staff facilitate the OCF Executive Steering committee and leadership:
Electrification of Buildings
Electrification of Transportation/Fleet Vehicles
Electrification of Small Engine Equipment

This Offer supports the following Strategic Objectives:

- ENV - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

42.4 Air Quality Monitoring Fund - *Offer Type: 1-Time Enhancement* - Funded

2025 - $100,000

2026 - $100,000

This offer supports increased regional air quality monitoring, enforcement and messaging, continuing enhanced efforts that began in 2022 following joint discussions and recommendations by City Council members and County Commissioners. The funds would continue to support one time investment opportunities that leverage regional partnerships and grant availability without adding ongoing costs. This offer aligns with City Council’s priority of improving human and social health for vulnerable populations by improving access to air quality data during changing air conditions.

Specific investments will be determined in part by strategic priorities identified by a regional City/County Air Quality Monitoring Advisory Committee (formed in

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2024), and in part by grant availability and regional partnership opportunities as they arise. The scope of these efforts includes:
•Deployment of portable monitors to investigate odors and complaints (e.g., near oil and gas facilities)
•Contractual/hourly support to assist with preparing grant applications as opportunities become available
•Availability of matching funds for grant applications, as needed
•Specialized monitoring equipment (e.g., previously supported an infrared camera that can detect methane leads), to support compliance with regulations, as needed
•Updates to air quality dashboards, in alignment with State and County efforts to update data repositories and displays

It is important to note that while air quality monitoring and information about pollutant concentrations does not directly reduce pollution, monitoring data serves as a crucial foundation to develop successful emissions reduction strategies. Additionally, real time information about air quality improves community resilience by raising awareness and empowering individuals to safeguard their health during poor air quality conditions.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

42.5 Environmental Services - 1.0 FTE Environmental Specialist Conversion from Contractual to Classified - DBO & PPRA Outreach and Support - *Offer Type: Enhancement* - Funded

2025 - $45,000
2026 - $45,000

Funding this offer supports key objectives necessary to implement the Disposable Bag Ordinance approved by voters in 2021 and the State of Colorado's Plastics Pollution Reduction Act (PPRA), which went into effect Jan. 1, 2024. Funding this offer will provide stable and consistent staffing to reduce plastic pollution and a smooth transition to the new act for retailers, retail food establishments and community members. Additionally, it will support the development of innovative equity centered programs to reduce waste and fund systems approaches that achieve Fort Collins' zero waste goals. This initiative not only supports environmental goals but also aids local businesses in adapting to new regulatory landscapes and consumer expectations, fostering a community wide shift toward sustainable practices.

While ensuring any expenditures stay within revenue generated from bag fees, funding will be prioritized as follows:

1. Covering the difference of $4,581 a year to convert the temporary 1.0 FTE contractual staff member into a permanent classified position to support policy development and program operations, including fulfilling code requirements and ongoing business support. This position will also lead education and outreach materials development and the business engagement.

2. Staff have identified 550 additional businesses that fall under PPRA requirements. This offer will fund necessary resources and materials, such as educational materials, incentives, and translation and interpretation services, to expand current efforts to adequately support and engage businesses so they can comply with City and State requirements banning plastic bags, placing fees on paper bags, and banning the use of Styrofoam.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

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42.6 Environmental Services - 1.0 FTE Healthy Homes Navigator and Funding for Direct Household Support - *Offer Type: Enhancement* - Funded

2025 - $242,780
2026 - $264,733

The Healthy Homes (HH) program improves the health, safety, energy efficiency and resiliency of homes throughout the Fort Collins community through behavior and resource based solutions, with a focus on households most susceptible to poor air quality and climate change impacts.

The City has a number of programs that focus on climate resilience and energy efficiency in homes, and HH is a free program that specifically targets indoor air quality benefits and the interior of homes. This offer will fund 1.0 FTE to serve as a navigator supporting the coordination of community member participation in HH and complementary programs in Utilities and Neighborhood Services, optimizing resources available based on eligibility. This offer will fund the following (new) resources for participating homes: portable air cleaners, smoke/fire and carbon monoxide alarms, furnace servicing, low level weatherization, air conditioners/heat pumps, and other related resources. HH is open to all but has a focus on communities that are disproportionately impacted by climate change. This offer will allow the program to scale up the services to more homes and allocate more impactful resources.

Volunteer management and community engagement is a key component of the program. The program has a program manager and needs a navigator/volunteer coordinator to operate fully. This offer will build staff capacity to train volunteer Healthy Homes Educators and cultivate partnerships with Neighborhood Connectors (NC) within the priority communities to recruit participants. The approach to working with volunteers and NCs fosters trust and offers a tailored program based on the needs of individuals and neighborhoods.

This offer will create a healthier community that is equipped to withstand and adapt to climate related events, reduces the environmental footprint of households, and fosters a more informed and engaged community when it comes to environmental issues like climate change and air quality.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford

42.7 Environmental Services - 1.0 FTE Bilingual Community Liaison - *Offer Type: Enhancement* - Unfunded

2025 - $76,319
2026 - $100,962

There is an increasing need for departments to have dedicated resources for language services. The Environmental Services Department works with Spanish-speaking community members (focus groups, Community Consultants, and committee participants) who inform processes or carry out program services as volunteers. This is anticipated to increase as equitable community engagement work progresses.

The programs and services reach numerous Spanish speaking community members, but only when/if communications and materials are in Spanish. The department has a goal to provide all services and information in Spanish. Additionally, Our Climate Future initiatives have a commitment to language justice, a powerful tool for social change, connecting people and movements across language barriers and ensuring all voices are heard to adequately reach climate goals, especially environmental justice related goals.

This position will ensure that department practices are culturally aware and informed. For example, this position will provide insights on what is useful, relevant and appropriate for the Spanish speaking community. Additionally, this position will build capacity around creating positive relationships with individuals and partner organizations in the community, building trust in government and staff.

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A full time position will allow this work to be more impactful with less turnover than an hourly position, resulting in continuity of built relationships with more intentional and in depth community engagement on environmental issues and priorities. Similarly, this position will produce translations of materials that are more relevant and appropriate to our local community compared to a third party vendor that does not have the same level of knowledge.

Hiring 1.0 FTE is more cost effective than using a third party vendor. Estimated costs for project needs through a vendor would be $179K, which would require scaling the offer up by about $77K.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

42.8 Environmental Services - 2.0 FTE Accelerating Our Climate Future Through Community and Municipal Innovation - *Offer Type: Enhancement* - Funded

2025 - $565,307

2026 - $619,329

This offer creates much needed staff and resources to coordinate the strategic investment of new revenue from the 2050 tax to achieve the goals and objectives of the Our Climate Future (OCF) framework. These positions (program manager, senior specialist) increase capacity to accelerate toward those goals. OCF Leadership is currently comprised of individuals that have primary duties other than their roles in OCF. Dedicated capacity is needed to ensure effective investments in community capacity building and the City's efforts to lead by example.

Fort Collins has been a leader of local climate action for more than two decades by setting aggressive emission reduction targets and declaring a climate emergency. Adopted in 2021, Our Climate Future provides a framework for action that includes everyone in Fort Collins. It establishes both vision and strategy to support a thriving sustainable future with a deep commitment to equity and community resilience. This offer will support City Council priorities and intensify efforts toward these primary environmental goals:

* Reduce 2030 greenhouse gas emissions by 80% below 2005 baseline levels
* Provide 100% renewable electricity by 2030 with grid and local sources
* Achieve zero waste, or 100% landfill diversion, by 2030

The voter approved sales tax dedicates over $5M/year for the next 25 years to make climate action investments. The staff and programs created by this offer will ensure the approximately $75M invested will achieve the stated environmental goals. The offer includes program funding to compensate members of an established Climate Equity Committee and OCF Community Consultants, funding for Community Leadership Awards, and funding for the Municipal Innovation Fund.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

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42.9 Environmental Services - Low Income Offset - Contract for Waste - *Offer Type: Enhancement* - Funded

2025 - $50,000
2026 - $50,000

This offer funds financial support for low-income and income-restricted community members in Mobile Home Parks to pay their bill for the Contracted Residential Waste program. The Contracted Program allows Fort Collins to meet its adopted goal to produce zero waste by 2030 through increased recycling and increased diversion of yard trimmings community wide. While there are many benefits to the program, including fair and equitable pricing, there is still a cost burden for some community members, especially since trash bills are required to be paid in advance quarterly. Low income assistance is not part of the program now due to the scale and complexity of establishing a new City program. Benefits of this offer include an opportunity to decrease the cost burden for low income households and increase socio economic equity.

Rationale for beginning in Mobile Home Communities includes: 1) Currently some residents pay for trash as part of lot fees; the move to individual customer billing at the beginning of each quarter is a cost burden. 2) This aligns with other Neighborhood Services established programs and could offer programmatic and marketing support, including:
*Mobile Home Park Community Clean Ups & Resource Fairs
*MHP Mini Grants – Funding for community wide repairs or projects as well as individual home repairs. These grant funds are being submitted under Offer 18.13.
*Community Consultants – Neighborhood Services has 2 Community Consultants, residents of Skyline MHP and Harmony Village MHP, assisting with outreach for available resources like the state's CARE program for energy efficiency upgrades on appliances and insulation as well as City programs like Healthy Homes and mini grants.

Additionally, starting on a small scale allows staff to begin supporting community members who are often underrepresented and to learn how the City can develop more options for low income assistance in the future.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

42.10 Environmental Services - Recycling Characterization Study & Measurement Consulting - *Offer Type: 1-Time Enhancement* - Unfunded

2025 - $190,000
2026 - $0

A waste and recycling characterization study quantifies the composition of material being landfilled or recycled by the community. The last study was done in 2016 and the City has implemented many waste policies since then. The updated 2025 study will provide key information for greenhouse gas inventory and will identify materials and sectors to target for future policies and programs.

Additionally, the 2025 study is an important follow up to a grant the City received for a smaller (residential only) waste and recycling characterization study in 2024. The grant study will provide baseline data prior to the implementation of the contracted hauling program (which starts on 9/30/24). The 2025 study funded by this offer will generate the "after implementation" data to understand the impact of two key changes happening: 1) recycling collection will change from every other week to weekly and 2) yard trimmings collection will change from opt in to opt out.

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Understanding the impacts of these two residential system changes is important to inform future hauling contracts, and also will fill a national data gap for changes many communities are considering (which is why the City received the grant for the 2024 baseline study).

The second element of this offer is to fund consulting work to identify additional approaches to waste and recycling measurement. Fort Collins relies on weight based reports from licensed haulers to generate a primary waste metric. This measurement has known limitations on the information it can provide.

The consultants will identify potential measurement approaches for more granular, frequent information and a roadmap and resources needed to implement them. These smaller scale metrics will support ongoing program impact analysis and opportunity identification.

Both elements of this offer support the Council Priority #5 to Accelerate Pathways to Zero Waste Infrastructure and Policies.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

42.11 Environmental Services - 1.0 FTE Sr. Specialist - Contracted Waste and Recycling - *Offer Type: Enhancement* - Funded

2025 - $108,781

2026 - $138,884

This offer funds the City Residential Waste Collection Program adopted by Council in 2023. Funding enables a program critical to meeting Fort Collins' adopted zero waste goal by 2030 and aligns with other adopted plans and Council priorities including:

- Our Climate Future, Big Move 2: Zero Waste Neighborhoods
- City Plan, Principle ENV 1: Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.

Funding comes from a restricted revenue source. A mid cycle appropriation funds the program roll out. Fees collected when the program begins on 9/30/24 ($1.35 per household per month) start to recover the costs of administering the program and were set at this level, in part due to recognizing the need for additional staffing. This offer funds personnel and programmatic expenses necessary to run the program and included in the initial operations plan presented as part of Council's adoption. Once operational, 40k+ residents will receive service. Current staff are at capacity and can't take on additional program elements al while also providing excellent customer service. Elements include:

- Program and activity administration to ensure contract compliance
- Education and Outreach including web/content development and campaign implementation to engage with and educate residents on program and recycling/yard trimmings, a key activity of Council Priority #5: accelerate zero waste.
- Compliance, including developing a compliance plan to ensure HOA exceptions and household variances meet City code requirements.
- Working with Neighborhood Services to enforce both contract and code requirements for the contractor and residents, including compliance of opt out customers.
- Customer Service, such as addressing any customer service or billing escalations that are not resolved by the contractor in a timely or satisfactory manner.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

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67.2 Sustainability Services - Landfill Remediation - Ongoing Obligations - *Offer Type: Enhancement* - Funded

2025 - $150,000
2026 - $150,000

Fort Collins is a former operator of Larimer County Landfill and continues to own a 50% interest in the land on which the landfill sits. Groundwater contamination leaching from the landfill site has been a long-term challenge. In 2021, Larimer County, the City of Loveland, and the City of Fort Collins developed an Intergovernmental Agreement (IGA) to allocate responsibility among these parties for remediation of the groundwater contamination. Per the IGA, the City is responsible for 30% of costs after the first $3 million. Remedial measures are subject to Colorado Department of Public Health and Environment (CDPHE) approval and may be changed or added to as required.

The remediation will integrate multiple measures and, through adaptive management, allow additional strategies, if needed. Final design and construction of all remedial measures is ongoing and subject to change as CDPHE reviews them. However, we have made significant progress and anticipate that the City's portion for ongoing costs will begin in 2025 and continue indefinitely.

This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

67.3 Sustainability Services - NoCoBiz Connect (NBC) - Sustainable Business Program (Equitable Business Support and Recognition) - *Offer Type: Continuing Enhancement* - Funded

2025 - $149,900
2026 - $75,000

Funding this offer will continue implementing the region’s partner-led sustainable business program, NOCOBiz Connect (NBC). The fully bilingual (English/Spanish) program is designed to meet local organizations where they are at, including historically underserved and underrepresented businesses (including BIPOC-, non English speaking-, veteran- and women-owned businesses) so they can access programs, services and resources that help them thrive. Programing is designed to increase access to environmental efficiency and conservation and social and financial health resources, and to reduce City costs through regional funding and in kind partnerships.

In 2020 the City underwent a process to reimagine its sustainable business program. The seven recommendations that emerged serve as guiding principles. NBC’s goal is to advance equity and business sustainability through shared leadership and multilingual, triple-bottom-line programing.

2025 2026 Deliverables:
• Ongoing operations and services aligning with OCF Big Move 1 "Shared Leadership and Community Partnership."
• Engage with, provide resources to and recognize a diverse set of businesses while lowering barriers, enabling businesses to thrive in the local economy.
• Strengthen partnerships with the County and State.
• Maintain or improve established bilingual infrastructure and systems, including website, materials, communications, outreach and engagement, and resource distribution opportunities.
Increase partner funding in 2026.

This offer positively impacts the community by connecting businesses, focused on those historically underserved, with information and incentives to be more sustainable. The previous ClimateWise program saved businesses $94 million over the life of the program through a variety of environmental sustainability projects. This new program will continue to focus on saving businesses money while improving their sustainability impact, brand strength and relationships with other businesses.

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This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- ECON 1 - Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability

71.1 Parks Lawn and Garden Equipment Replacement - *Offer Type: 1-Time Enhancement* - Funded

2025 - $25,000

2026 - $25,000

Funding this offer provides resources to phase out gasoline powered small engine landscape equipment by 2030. By converting gasoline powered equipment to electric alternatives, community members and staff benefit from healthier air quality.

The Parks Department intends to use available funds to purchase electric alternatives to gasoline powered lawn and garden equipment, including hand held and push equipment, riding mowers, utility carts, charging equipment and electrical upgrades to maintenance facilities. Gasoline powered equipment being replaced will be disassembled and parts recycled. No gasoline powered equipment will be auctioned to ensure they will not continue to pollute the air.

In 2023, the Parks Department used a $35,000 BFO enhancement offer as local match to leverage a $100,000 Regional Air Quality Council Mown Down Pollution Grant to replace gasoline equipment with electric equipment.

Currently, 85% of Parks Department’s (Cemeteries, Forestry, Parks, Golf) hand held equipment is electric. This offer allows the Parks Department to reach its 100% electric hand held goal and also focus on converting riding mowers and utility carts to electric. Since 2016, Parks and Environmental Services have collaborated to accelerate replacement of small internal combustion engine equipment inventory with commercial grade, electric alternatives using grants and the Budgeting for Outcomes process.

Objectives of this project are to achieve 100% conversion/replacement of fossil fuel powered equipment within an acceptable, yet aggressive, timeframe aligned with applicable City plans (Municipal Sustainability and Adaptation Plan, Our Climate Future, Air Quality, Parks). We have established priority equipment for replacement and defined applicable types of equipment for replacement. An inventory of all equipment will be conducted annually. This program results in cleaner air and healthier, quieter environments for employees and visitors/community members.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

72.1 Poudre Flows Design and Permitting - *Offer Type: Enhancement* - Funded

2025 - $550,000

2026 - $300,000

This offer supports the health of the Cache la Poudre River (Poudre River), a cherished landmark and gathering point for Fort Collins community members. Annually, stretches of the Poudre River dry up due to the overallocation of water shares to support municipal, agricultural and industrial uses. Through the launch of the Poudre Flows Project (PFP), regional partners, including Fort Collins, will dedicate water rights to alleviate dry-up conditions and flow depletions on

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the Poudre River. These water rights will be used to protect instream flows while enhancing river health, water quality and recreation.

To implement the PFP, existing diversion structures must be upgraded. This offer supports design and permitting costs to upgrade the Arthur Diversion structure located downstream of North Taft Hill Road. This project will be designed to allow for bypass flow and measurement, meeting the legal requirements to provide protected instream flows. Additionally, the design will support fish passage and safety upgrades to the structure to support community priorities for and use of the Poudre.

By providing instream, protected flows contributed by regional municipal water providers and improving river health across a 52 mile stretch of the Poudre River, the PFP aligns with and supports City Council's priority to ensure a resilient and healthy Poudre River. The flows provided by the City will replenish a 10 mile reach of the urban Poudre River as it flows through the heart of Fort Collins. The PFP provides critical flows that protect Utilities' commitment to provide high quality water systems for the community. This project also benefits fish and riparian habitat, supporting the Natural Areas Department's goal to protect and improve ecosystem health, while enhancing recreation opportunities in a reach that experiences some of the lowest flows of the Poudre River. Finally, it supports Fort Collins' commitment to a regional effort to improve Poudre River health.

This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

73.1 1.0 FTE - 1.0 Urban Forestry Planner, .5 Hourly, and Tree Infrastructure Replacement - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $568,720

2026 - $313,791

Annually, the public tree inventory sequesters over 620K pounds of carbon and over 2.27M pounds of CO2 Equivalent and removes harmful pollutants from the air. Tree replacement is an essential service and canopy equity is important for the health and wellbeing of current and future generations. This offer helps support the public tree replacement program and will help boost tree canopy equitably and sustainably across the community keeping the air cleaner, the community cooler, and reducing energy and outdoor water use/costs. $180,000 or 360 trees each year for the next 10 years will fill 3,300 vacant sites in the public tree inventory. The Forestry Division will continue to fall further behind on tree replacements annually without this funding.

The addition of 1.0 FTE Urban Forestry Planner was a position identified in the draft Urban Forest Strategic Plan scheduled for adoption in October 2024. This position will assist with short and long range strategic planning to mitigate heat and improve community and climate resilience; improve tree policy framework; conduct complex research and analysis on urban forestry planning, design and development challenges; seek grant funding to support other climate initiatives; and support creating an equitable canopy on both public and private property. The Forestry Division is also asking for a 0.5 hourly position and additional water truck (550 dump truck) to help increase survivability of the additional trees proposed in this offer. With current watering crew efforts, we have a n impressive 90 percent survivability rate on newly planted trees. Adding another truck into the mix, will keep this success going for benefits that last a lifetime.

This offer also includes the one time purchase of equipment to support the additional tree planting efforts. The equipment includes a second 550 dump truck for towing the potholer; a skidsteer and trailer; and a 250 4WD pickup truck for towing the stump grinder and other field work.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- NCV - 24/7/365 Operational Excellence

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74.1 CDNS - Carbon Sequestration in Areas Protected by the Land Use Code - *Offer Type: 1-Time Enhancement* - Unfunded

2025 - $250,000

2026 - $250,000

This offer proposes to use 2023 voter approved sales tax funds to store 365 metric tons of carbon in privately held protected riparian areas by restoring native forests. These riparian forest restorations were identified as a key activity by a 2017 analysis of greenhouse gases fluxes within the Growth Management Area due to their unique ability to store carbon in soils and trees and their large acreage.

Riparian forest restoration happens on private property through the enforcement of Natural Habitat Buffer Zone (NHBZ) standards of the Land Use Code (LUC). The LUC uniquely regulates how private lands can be used, especially with respect to activities that could increase or decrease carbon storage. When a property containing an NHBZ is developed, the developer is required to enhance or restore the natural habitat and buffer zone and maintain it in perpetuity. Historically, these restoration projects have been carried out in a haphazard way; today varying levels of success are achieved in NHBZs. With nearly 30 years of NHBZ projects, the Planning Division is systematically inventorying these projects, scoring habitat quality, and developing best management practices for their maintenance.

Funding this project will allow environmental planning to solicit a contractor to bring properties into compliance with their NHBZ requirements by working with landowners to prepare and implement restoration plans and monitor carbon sequestration potential on 175 acres of NHBZ land adjacent to rivers and wetlands.

Restoring these buffer zones will also mitigate the effects of climate change related disasters such as extreme heat events, flood events, and air pollution events, including wildfire smoke. Extreme heat and these other harmful events affect the most vulnerable populations first. In addition, these restored forests will decrease urban heat island effects and reduce the need for mowing, both of which directly result in lower carbon emissions.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

74.2 Senior Inspector, Zoning/Water Conservation - 1.0 FTE - *Offer Type: Enhancement* - Unfunded

2025 - $108,033

2026 - $86,633

Funding this offer supports enforcement of water wise landscape standards in the City’s Land Use Code. New development, redevelopment and landscape renovations located on non residential and multi dwelling properties in City limits are required to submit landscape plans in alignment with the Land Use Code requirements.

Even with two new inspectors hired in the last budget cycle, plan review and inspection staff are at capacity and challenged to enforce and educate on all aspects of the Land Use Code.

Additional outdoor water conservation standards are scheduled for Council adoption in September 2024 and are a direct response to ’21 ’23 City Council Priority #19 “Xeriscape – Increase rebates and education, less green lawns with new development.” They align with requirements of a new Colorado law that restricts the use of “non functional” turfgrass, artificial turf and invasive plant species.

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Close review of landscape designs and water budgets is needed. The water budget, a requirement of the landscape plan, is a landscape's total water need, calculated based on the landscape design. Most water providers, including Utilities, use a water budget table to determine the volume of water to be purchased, and that can be used each year before incurring additional fees. Accurate water budgets and landscape installations are critical for water demand management, both for the future occupant and for the water provider.

Since 2022, more than 50% of development applications routed for irrigation design review were served water by Utilities. While most new developments will occur in areas served by other providers, redevelopment and landscape renovation projects will continue to make up a large share of development review applications. Existing ratepayers will benefit. Landscapes installed and established responsibly limit inefficient water use, leaving more water in storage, reducing the frequency of water restrictions.

This Offer supports the following Strategic Objectives:

- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

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Neighborhood & Community Vitality

Fort Collins provides a high-quality built environment, supports connected neighborhoods, seeks to advance equity and affordability, and fosters the social health of the community.

- **Neighborhood Services**
- **Homelessness Support**
- **Equity Opportunities**
- **Affordable Housing**
- **Development Review**

Overview

Neighborhood & Community Vitality funds a variety of services that support and help to maintain the high quality of life in Fort Collins. The strategic objectives for Neighborhood & Community Vitality, as outlined in the 2024 Strategic Plan, are as follows:

NCV 24/7/365 Operational Excellence

NCV 1 Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford.

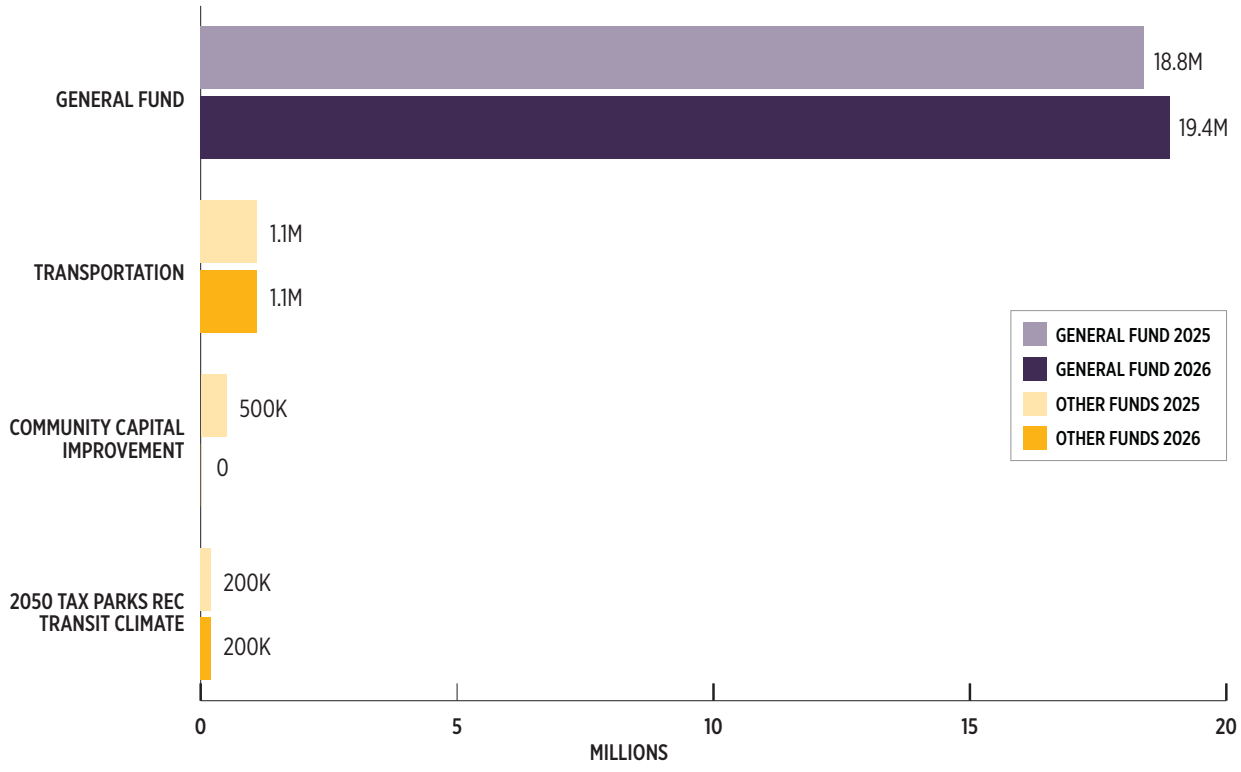
NCV 2 Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.

NCV 3 Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes.

NCV 4 Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home.

2025 GENERAL FUND & OTHER FUNDS – $20.6M

2026 GENERAL FUND & OTHER FUNDS – $20.7M



Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat Obj.	2025	2026
17.9	CDNS: 1041 Permit Administration - Revenue Neutral	NCV	$231,420	$226,842
17.10	CDNS: Water Adequacy Determination Review Assistance - Revenue Neutral	NCV	$60,000	$60,000
18.8	CDNS: Eviction Legal Fund - formerly ARPA funded	NCV 1	$220,000	$220,000
18.9	CDNS: Immigration Legal Fund	NCV 3	$220,000	$220,000
18.13	CDNS: Mini-Grant Expansion to Address the Climate/Housing Nexus in Affordable Housing Units	NCV 1	$200,000	$200,000
44.2	CCIP - Affordable Housing Capital Fund	NCV 1	$100,000	$0
44.6	Grocery Tax Rebate Program Balance-and-Growth	NCV 3	$285,000	$285,000
44.10	Affordable Housing Fee Relief	NCV 1	$400,000	$0
44.14	Homelessness Core & Homelessness Priorities - formerly ARPA-funded	NCV 2	$1,000,000	$1,000,000
		TOTAL	**$2,716,420**	**$2,211,842**

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but were not included in Ongoing Offers*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

NEIGHBORHOOD & COMMUNITY VITALITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	17.1 - Planning and Development Services	3,025,637	2,714,011	311,626	0	0
	Offer Type: Ongoing		*Development Review*			
Not Ranked	17.2 - CDNS Administrative Services	1,052,764	0	1,052,764	0	0
	Offer Type: Ongoing					
Not Ranked	17.3 - Historic Preservation	581,439	104,000	477,439	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	17.4 - Building Services	3,396,664	445,682	2,950,982	0	0
	Offer Type: Ongoing		*Development Review*			
Not Ranked	17.5 - Engineering Development Review	960,218	827,193	0	133,025	0
	Offer Type: Ongoing		*Development Review*		*Transportation*	
Not Ranked	17.6 - Right-of-Way Construction Inspection & Management Division	974,078	0	0	974,078	0
	Offer Type: Ongoing				*Transportation*	
Not Ranked	18.1 - Code Compliance	968,180	204,969	763,211	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue* *Special Assessments*			
Not Ranked	18.2 - Neighborhood Services	774,755	0	774,755	0	0
	Offer Type: Ongoing					
Not Ranked	18.3 - Conflict Transformation Works	422,721	0	422,721	0	0
	Offer Type: Ongoing					
Not Ranked	18.4 - NOCO Humane Society	1,197,427	800,000	397,427	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

NEIGHBORHOOD & COMMUNITY VITALITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	18.5 - Rental Housing	491,201	430,000	61,201	0	0
	Offer Type: Ongoing		*Rental Housing Program*			
Not Ranked	24.1 - Graffiti Abatement Program	150,212	0	150,212	0	0
	Offer Type: Ongoing					
Not Ranked	34.2 - Digital Inclusion Program (Get FoCo & Connexion equitable access)	1,146,461	0	1,146,461	0	0
	Offer Type: Ongoing					
Not Ranked	44.1 - Social Sustainability Department Core Operations	2,525,229	716,256	1,808,973	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*City of Fort Collins*	
Not Ranked	44.4 - Grocery Tax Rebate Program	247,596	186,826	60,770	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
16	44.2 - CCIP - Affordable Housing Capital Fund	100,000	0	0	100,000	0
	Offer Type: Continuing Enhancement			*Community Capital Improvement*		
17	18.13 - CDNS: Mini-Grant Expansion to Address the Climate/Housing Nexus in Affordable Housing Units	200,000	0	0	200,000	0
	Offer Type: Enhancement			*2050 Tax Parks Rec Transit OCF*		
18	44.14 - Homelessness Core & Homelessness Priorities - formerly ARPA funded	1,000,000	0	1,000,000	0	0
	Offer Type: Continuing Enhancement				*City of Fort Collins*	*General Fund*
19	17.10 - CDNS: Water Adequacy Determination Review Assistance - Revenue Neutral	60,000	60,000	0	0	0
	Offer Type: Continuing Enhancement		*Development Review*			
21	17.9 - CDNS: 1041 Permit Administration - Revenue Neutral	231,420	231,420	0	0	0
	Offer Type: Continuing Enhancement		*Development Review*			

NEIGHBORHOOD & COMMUNITY VITALITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
22	44.10 - Affordable Housing Fee Relief Offer Type: Continuing Enhancement	400,000	0	0 *Community Capital Improvement*	400,000	0
23	18.8 - CDNS: Eviction Legal Fund - formerly ARPA funded Offer Type: Continuing Enhancement	220,000	0	0	0	220,000 *General Fund*
24	18.9 - CDNS: Immigration Legal Fund Offer Type: Continuing Enhancement	220,000	0	0	0	220,000 *General Fund*
35	44.6 - Grocery Tax Rebate Program Balance-and-Growth Offer Type: Enhancement	285,000	0	285,000	0	0
	Funded Offers	**20,631,002**	**6,720,357**	**11,663,542**	**1,807,103**	**440,000**
20	44.3 - Human Services Program Grant Funding Offer Type: Continuing Enhancement	150,000	0	150,000	0	0
25	44.15 - Homelessness Foundational Programs - formerly ARPA funded Offer Type: Continuing Enhancement	230,000	230,000 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
26	18.12 - CDNS: 2.5 FTE Full Implementation of Rental Programs Offer Type: Enhancement	304,714	0	304,714	0	0
27	17.11 - PDT: 0.75 FTE Customer Support - Building Reception Offer Type: Enhancement	107,695	107,695 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
28	44.9 - Social Sustainability: 1.0 FTE - Housing Grant writing, Monitoring, Reporting, and Compliance Offer Type: Enhancement	75,869	0	75,869	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

NEIGHBORHOOD & COMMUNITY VITALITY - 2025

		Offer Cost	Offer Funding			
			GENERAL FUND			
Rank	Offer # & Name	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
29	18.10 - CDNS: 1.0 FTE Sr Public Engagement Coordinator & Mobile Home Park Code Compliance & Resilience Offer Type: Enhancement	102,430	0	102,430	0	0
30	44.8 - Affordable Housing Program Funding Increase Offer Type: Enhancement	500,000	0	500,000	0	0
31	17.7 - 1.0 FTE Building Services Staffing Offer Type: Enhancement	65,592	0	65,592	0	0
32	44.11 - Affordable Housing Land Bank Offer Type: 1-Time Enhancement	750,000	0	0	0	750,000 *General Fund*
33	44.5 - Partial Salary and Cost Support for Existing HUD Team Staff in Social Sustainability Department Offer Type: Enhancement	60,996	0	60,996	0	0
34	17.8 - CDNS: 2.0 FTE Contractor Licensing Specialists Offer Type: Enhancement	124,084	0	124,084	0	0
36	44.7 - Childcare & Social Services Recovery Step-Down Grants - formerly ARPA funded Offer Type: 1-Time Enhancement	250,000	0	0	0	250,000 *General Fund*
37	17.13 - Historic Preservation Updates to Integrate with Urgent Citywide Strategic Goals Offer Type: 1-Time Enhancement	60,000	0	0	0	60,000 *General Fund*
38	17.12 - CDNS: 1.0 FTE Transcriptionist Offer Type: Enhancement	33,603	0	33,603	0	0
	Unfunded Offers	**2,814,983**	**337,695**	**1,417,288**	**0**	**1,060,000**
	Total Offers	**23,445,985**	**7,058,052**	**13,080,830**	**1,807,103**	**1,500,000**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

NEIGHBORHOOD & COMMUNITY VITALITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	17.1 - Planning and Development Services	3,121,877	2,819,097	302,780	0	0
	Offer Type: Ongoing		*Development Review*			
Not Ranked	17.2 - CDNS Administrative Services	1,087,431	0	1,087,431	0	0
	Offer Type: Ongoing					
Not Ranked	17.3 - Historic Preservation	596,976	107,000	489,976	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	17.4 - Building Services	3,510,644	531,166	2,979,478	0	0
	Offer Type: Ongoing		*Development Review*			
Not Ranked	17.5 - Engineering Development Review	991,254	853,914	0	137,340	0
	Offer Type: Ongoing		*Development Review*		*Transportation*	
Not Ranked	17.6 - Right-of-Way Construction Inspection & Management Division	1,001,179	0	0	1,001,179	0
	Offer Type: Ongoing				*Transportation*	
Not Ranked	18.1 - Code Compliance	999,267	199,517	799,750	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue* *Special Assessments*			
Not Ranked	18.2 - Neighborhood Services	797,800	0	797,800	0	0
	Offer Type: Ongoing					
Not Ranked	18.3 - Conflict Transformation Works	450,527	0	450,527	0	0
	Offer Type: Ongoing					
Not Ranked	18.4 - NOCO Humane Society	1,239,367	800,000	439,367	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

NEIGHBORHOOD & COMMUNITY VITALITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	18.5 - Rental Housing	506,291	450,000	56,291	0	0
	Offer Type: Ongoing		*Rental Housing Program*			
Not Ranked	24.1 - Graffiti Abatement Program	155,715	0	155,715	0	0
	Offer Type: Ongoing					
Not Ranked	34.2 - Digital Inclusion Program (Get FoCo & Connexion equitable access)	1,213,197	0	1,213,197	0	0
	Offer Type: Ongoing					
Not Ranked	44.1 - Social Sustainability Department Core Operations	2,591,777	716,256	1,875,521	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*City of Fort Collins*	
Not Ranked	44.4 - Grocery Tax Rebate Program	249,637	186,722	62,915	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
16	44.2 - CCIP - Affordable Housing Capital Fund	0	0	0	0	0
	Offer Type: Continuing Enhancement			*Community Capital Improvement*		
17	18.13 - CDNS: Mini-Grant Expansion to Address the Climate/Housing Nexus in Affordable Housing Units	200,000	0	0	200,000	0
	Offer Type: Enhancement			*2050 Tax Parks Rec Transit OCF*		
18	44.14 - Homelessness Core & Homelessness Priorities - formerly ARPA funded	1,000,000	0	805,044	0	194,956
	Offer Type: Continuing Enhancement				*City of Fort Collins*	*General Fund*
19	17.10 - CDNS: Water Adequacy Determination Review Assistance - Revenue Neutral	60,000	60,000	0	0	0
	Offer Type: Continuing Enhancement		*Development Review*			
21	17.9 - CDNS: 1041 Permit Administration - Revenue Neutral	226,842	226,842	0	0	0
	Offer Type: Continuing Enhancement		*Development Review*			

NEIGHBORHOOD & COMMUNITY VITALITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
22	44.10 - Affordable Housing Fee Relief Offer Type: Continuing Enhancement	0	0	0 *Community Capital Improvement*	0	0
23	18.8 - CDNS: Eviction Legal Fund - formerly ARPA funded Offer Type: Continuing Enhancement	220,000	0	0	0	220,000 *General Fund*
24	18.9 - CDNS: Immigration Legal Fund Offer Type: Continuing Enhancement	220,000	0	0	0	220,000 *General Fund*
35	44.6 - Grocery Tax Rebate Program Balance-and-Growth Offer Type: Enhancement	285,000	0	285,000	0	0
	Funded Offers	**20,724,781**	**6,950,514**	**11,800,792**	**1,338,519**	**634,956**
20	44.3 - Human Services Program Grant Funding Offer Type: Continuing Enhancement	150,000	0	150,000	0	0
25	44.15 - Homelessness Foundational Programs - formerly ARPA funded Offer Type: Continuing Enhancement	230,000	230,000 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
26	18.12 - CDNS: 2.5 FTE Full Implementation of Rental Programs Offer Type: Enhancement	311,856	0	311,856	0	0
27	17.11 - PDT: 0.75 FTE Customer Support - Building Reception Offer Type: Enhancement	49,421	49,421 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
28	44.9 - Social Sustainability: 1.0 FTE - Housing Grant writing, Monitoring, Reporting, and Compliance Offer Type: Enhancement	102,012	0	102,012	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

NEIGHBORHOOD & COMMUNITY VITALITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
29	18.10 - CDNS: 1.0 FTE Sr Public Engagement Coordinator & Mobile Home Park Code Compliance & Resilience Offer Type: Enhancement	129,759	0	129,759	0	0
30	44.8 - Affordable Housing Program Funding Increase Offer Type: Enhancement	500,000	0	500,000	0	0
31	17.7 - 1.0 FTE Building Services Staffing Offer Type: Enhancement	90,367	0	90,367	0	0
32	44.11 - Affordable Housing Land Bank Offer Type: 1-Time Enhancement	0	0	0	0	0 *General Fund*
33	44.5 - Partial Salary and Cost Support for Existing HUD Team Staff in Social Sustainability Department Offer Type: Enhancement	73,381	0	73,381	0	0
34	17.8 - CDNS: 2.0 FTE Contractor Licensing Specialists Offer Type: Enhancement	170,990	0	170,990	0	0
36	44.7 - Childcare & Social Services Recovery Step-Down Grants - formerly ARPA funded Offer Type: 1-Time Enhancement	250,000	0	0	0	250,000 *General Fund*
37	17.13 - Historic Preservation Updates to Integrate with Urgent Citywide Strategic Goals Offer Type: 1-Time Enhancement	0	0	0	0	0 *General Fund*
38	17.12 - CDNS: 1.0 FTE Transcriptionist Offer Type: Enhancement	52,036	0	52,036	0	0
	Unfunded Offers	**2,109,822**	**279,421**	**1,580,401**	**0**	**250,000**
	Total Offers	**22,834,603**	**7,229,935**	**13,381,193**	**1,338,519**	**884,956**

NEIGHBORHOOD & COMMUNITY VITALITY

17.1 Planning and Development Services - *Offer Type: Ongoing* - Funded

2025 - $3,025,637

2026 - $3,121,877

This offer supports the City's core planning and development review functions to ensure responsible growth and a healthy built and natural environment for current and future generations. This offer funds long range planning, plan implementation, environmental planning, code and policy development, zoning enforcement, and development review services.

Intentional planning anticipates change, rather than reacting to it, tackling community challenges before they become difficult to fully address. Unplanned development patterns are inefficient and counteract community goals for affordable housing, public transit, natural resource protection, bike/pedestrian travel and climate resilience. Planning and policy work ensures a stable road map for the future, where community members know what to expect as Fort Collins evolves over time. These plans are driven by equitable community engagement and are intended to directly reflect the community's values and priorities.

Development Services guides the City's growth through zoning, development regulations and permitting processes. Staff evaluate and facilitate all development and construction proposals from early design stages, to public hearing and final engineering, through permitting and ongoing operations and maintenance. These services work in concert to uphold community expectations for development that advances the City's environmental, social and economic sustainability goals.

Planning & Development Services:
- Responds to the needs of a growing and changing community and implements adopted plans, policies and Council priorities
- Enhances Fort Collins' quality of life and unique sense of place
- Protects sensitive natural habitats and features
- Ensures a safe and healthy built environment for all
- Promotes a healthy economy by providing a range of housing and employment options, retail, services and amenities
- Provides a transparent public process via neighborhood meetings, public hearings, notification & outreach

This Offer supports the following Strategic Objectives:
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

17.2 CDNS Administrative Services - *Offer Type: Ongoing* - Funded

2025 - $1,052,764

2026 - $1,087,431

The CDNS Administrative Services division is a highly collaborative and supportive team, working with and providing services for other City teams and CDNS by way of personnel coverage, direct project support and numerous other duties.

Services include but are not limited to:
- Support for four quasi-judicial commissions: Planning & Zoning Commission, Landmark Preservation Commission, Land Use Review Commission, and the Building Review Commission

NEIGHBORHOOD & COMMUNITY VITALITY

- Administering the contractor licensing program for construction based contractors through the Building Services division
- Research and response to open records requests, Access Fort Collins cases and service area requests
- Administrative hearing support for the Planning department
- Code Compliance support for Neighborhood Services
- Monthly, quarterly and ad hoc reporting for the department
- HR and finance liaison support
- Title VI coordination for the PDT Service Area, less Transfort
- And many special projects and unique requests along with required daily duties and tasks

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

17.3 Historic Preservation - *Offer Type: Ongoing* - Funded

2025 - $581,439

2026 - $596,976

This offer funds Historic Preservation's progressively evolving services at current levels. An important, longstanding community value, Historic Preservation is essential for advancing Council's economic, social and environmental priorities through a lens of equity and inclusion, accomplished through: financial and technical assistance for owners and renters of older buildings, leveraging private investment, equitable regulatory review that retains naturally occurring affordable housing and important local stories, and sustainable building retrofits that improve safety, ADA compliance and energy performance.

Landmark Rehabilitation Loans incentivize sustainable retrofits and leverage funds for further reinvestment. Owners may receive $7,500 max in City matching funds. Loans are repaid upon sale and funds used for new loans. Loans can be stacked with other incentives and often serve as a match for other rehab grants and tax credit work.

Design Assistance Program funds improve building reuse and rehab outcomes by providing small outright grants that cover initial professional services costs that lead to more sustainable and equitable project designs and rehab methods.

Demo/Alt funds support professional assessments of historic properties to help mediate contentious situations when items may be appealed to Council.

Grant matching funds support historic survey and context reports, older building rehabilitation, and energy retrofits: $21 million to date. $1 of City match typically yields $2 in grants and an additional $2 in other community revenue realized from goods and materials purchased.

Support for the Historic Preservation Commission and professional staff includes required trainings to maintain good standing in the federal program, engagement on inclusive educational tools such as videos and walking tours, and the Friend of Preservation Awards (2025 will be 40th anniversary).

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

NEIGHBORHOOD & COMMUNITY VITALITY

17.4 Building Services - *Offer Type: Ongoing* - Funded

2025 - $3,396,664

2026 - $3,510,644

Funding this offer will continue all services within Building Services, which is the central location for building, mechanical, electrical and plumbing permit submittals; plan reviews; inspections; customer service; and construction related code compliance activities offered to the community. These services are critical for ensuring that safety and community values are reflected in the City's future growth for building construction, renovations, alterations and repairs.

Building Services works in concert with internal and external partners to preserve and enhance the City's sense of place and the historical character of the community, to support City sustainability practices, to promote a healthy economy, and to ensure a safe and secure built environment. The division implements and ensures compliance with City and State laws, rules and codes related to the construction, remodeling, alteration, repair and demolition of buildings and structures within the City to safeguard life, health and safety. This includes regular updates to building codes. Building Services acts as second responders in the role of damage assessment professionals in the event of a natural disaster and plays a critical role in recovery after an event. The efforts align with a larger county wide hazard mitigation plan.

The division also manages the City's Contractor Licensing requirement. This multifaceted licensing program has nationally recognized testing, liability insurance, workers' compensation insurance and renewal aspects. It ensures that the community has the highest quality contractors working in Fort Collins. Additional services include collaborating regularly with departments throughout the City to help maintain a safe community, including working closely with Zoning to support efforts surrounding unpermitted and existing structures to help community members gain compliance with the adopted codes, and with Code Compliance on neighborhood complaints.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

17.5 Engineering Development Review - *Offer Type: Ongoing* - Funded

2025 - $960,218

2026 - $991,254

The Engineering Development Review (EDR) division consists of five civil engineers, one engineering technician, one administrative support position and one manager. The EDR division reviews and manages all aspects of design and plan approval for constructing public and private infrastructure required through the development review process. This includes civil engineering drawings, plats, easement and right of way dedications and vacations, engineering review, development agreements, permitting, and coordinating with various departments and outside agencies, including attending public meetings for technical support.

Productivity of the EDR division is measured by tracking deadlines in project reviews and development agreements. Staff have shown a review goal above the 90th percentile since beginning this practice in the third quarter of 2019.

The EDR division is an essential part of the City, helping to create jobs, tax base, fees and progress through construction of City infrastructure and population growth.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

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17.6 Right-of-Way Construction Inspection & Management Division - *Offer Type: Ongoing* - Funded

2025 - $974,078

2026 - $1,001,179

This offer funds the Right of Way Construction Inspection and Management division within the Engineering Department. This division (5 FTE positions and one Part Time Hourly) provides inspection oversight and coordination of all infrastructure activities (both public and private) within the City's right of way (ROW).

The ROW Construction Inspection and Management division provides the following services:

- Quality assurance of all improvements within the ROW, which reduces long-term maintenance costs
- Development review coordination to identify conflicts and opportunities with private and public projects
- Coordination efforts with all City departments, private utilities, major private developments and partner agencies, which helps reduce project conflicts
- Management of Small Cell (4G & 5G cell towers in the City ROW) permitting process. Small Cell towers are approved by the Federal Communications Commission (FCC) to place their infrastructure in the City ROW. Engineering manages the permitting process with review from other City departments.
- Management and enforcement of City ROW codes, regulations and permitting (e.g., major and minor encroachment permits, Downtown portable signs, illegal signage placed in City ROW, Downtown outdoor dining areas, newspaper racks)
- Inspection of construction in the City ROW to include permitting, enforcement and management of City standards for the ROW; ensuring conformance of development plans and specifications; and management, education and enforcement of other ROW encroachments.
- Inspection of construction to become City ROW, such as new housing and commercial developments, ensuring what will be maintained by the City is built to City standards and specifications.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

17.7 1.0 FTE Building Services Staffing - *Offer Type: Enhancement* - Unfunded

2025 - $65,592

2026 - $90,367

Enhancements to Building Services staff are critical to maintaining community safety, ensuring high quality construction, and providing exceptional customer service to a growing community.

Continued population growth, affordable housing initiatives and a new dedicated rental program are expected to drastically increase permit traffic. This request will add 1.0 FTE Plan Reviewer, helping Building Services maintain or improve current service levels as building and development activity increases.

Permit traffic increased just under 10% overall in 2023, with even larger increases in applications for new dwellings (18.5%), which are more complex and work intensive than other permits to process and review. Overall, plan reviews have increased 9.4% last year and 22.8% since 2019. A shortage in housing, aging housing stock and the potential annexation of the Mulberry Corridor together could mean thousands of new permit applications annually.

Along with the increased workload by volume, building codes continue to expand and evolve on a three year adoption cycle to support key City plans, including Our Climate Future, and to improve the built environment’s health, safety and sustainability. These ongoing changes increase plan review complexity and review times. Plan Reviews fell behind projected turnaround times in 20 of 52 weeks in 2021, 23 weeks in 2022 and 23 weeks in 2023.

Last year, a consultant was hired to perform an environmental regulatory compliance analysis. As part of this analysis, it was recommended to increase plan review staffing by 1 FTE, based off of the three year workload average.

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Under the department’s cost recovery model, increased permit applications are already generating revenue to support these critical positions. Projected increases in building permit applications provide both the need for and the capacity to hire additional staff.

The long lead time for training these highly skilled positions make timing particularly urgent.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

17.8 CDNS: 2.0 FTE Contractor Licensing Specialists - *Offer Type: Enhancement* - Unfunded

2025 - $124,084

2026 - $170,990

The primary responsibility of this newly formed team will be comprehensive management of contractor licensing, covering all aspects of the process. Currently, contractor licensing entails a turnaround time of one to two weeks, a period that poses significant challenges for contractors needing permits urgently. Annually, staff handles nearly 4,000 phone calls, hundreds of insurance updates, thousands of emails for submissions and inquiries, 1,400 licensing requests, ongoing documentation, reporting, open records requests and in person customer interactions.

The aim is to significantly improve service by achieving over the counter issuance for renewals and select license classifications. The primary obstacles hindering this goal include the current staff's lack of dedicated focus on licensing, inconsistent availability for customer inquiries, and limited knowledge sharing, as expertise is concentrated in one individual. If this individual is unavailable, contractors experience delays.

The new team will serve as subject matter experts in licensing codes, ensuring they can proficiently address all inquiries and represent the department before the Building Review Commission in appeals or violations. They will regularly evaluate processes, identify efficiencies, update standard operating procedures and strategically plan for program growth. Additionally, they will stay abreast of code updates and collaborate closely with the Chief Building Official and other relevant departments.

Education will also be a key focus for this team. This may involve creating website content such as short instructional videos or continuing the Licensing and Permitting Class, which provides contractors with guidance on navigating these subjects. Furthermore, all licensing documentation and website content will be translated into Spanish to ensure accessibility and inclusivity.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence
- ECON - 24/7/365 Operational Excellence

17.9 CDNS: 1041 Permit Administration - Revenue Neutral - *Offer Type: Continuing Enhancement* - Funded

2025 - $231,420

2026 - $226,842

This offer is a request to appropriate money related to Land Use Code Sec. 6.27.6.8 DETERMINATION OF [1041 application] COMPLETENESS, which states:

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"The Director may retain at the applicant's cost third party consultants necessary to assist the Director with the completeness review. If the Director retains a third party consultant for permit review, the scope of work will be available for review by the applicant."

To utilize third party consultants, the total cost to retain a third party must be fully obligated (through City appropriation) for all of the money anticipated to be assessed by the on call vendor. Through this model, CDNS would not collect/approve invoices, but rather would retain control of the City-selected vendor to ensure an ethical review of the standards and contract performance criteria to ensure the shot clocks are met. Based on a Request For Information (RFI) issued in the fall of 2022, staff budget up to $35,000 dollars for each third party application review, depending on complexity of the project. An additional $35,000 is estimated for inspections during the permit conditions phase after a permit is approved. By managing these services through City contracts, City staff intend to mitigate scope creep and provide cost predictability to future permit applicants. In addition to these pass through costs, the applicant will provide the City with a guarantee of financial security for all permit conditions. Through each of the permit phases, all costs assessed by the contractor will be paid by the City and fully reimbursed by the applicant. The offer requests an ongoing budget necessary for the City to incur these costs through 1.0 FTE and City contracts.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

17.10 CDNS: Water Adequacy Determination Review Assistance - Revenue Neutral - *Offer Type: Continuing Enhancement* - Funded

2025 - $60,000

2026 - $60,000

State statute requires the City to provide a water adequacy determination for new development. This means the City must make a determination if the new development has secured enough water to serve the development in perpetuity and that the water quality is sufficient for indoor and outdoor use. In 2023, City Council adopted regulations for providing water adequacy determinations for new development consistent with State statute.

This budget offer would primarily fund a third-party analysis for water quality when new development proposes using non potable irrigation for their development. Non potable irrigation systems are becoming more common, especially in Metro Districts. Staff does not have the technical expertise to review the quality of proposed water supplies for non potable irrigation systems. Per State statute and the new Water Adequacy section of the Land Use Code, staff must make a determination that the quality of water used in non potable irrigation systems is sufficient for landscaping. There may also be instances where third-party assistance is necessary to understand raw water shares and their yield as part of that Water Adequacy analysis and determination.

This budget offer would provide Planning with an initial appropriation to get third-party assistance with water adequacy analysis prior to receiving revenue from developers. Staff proposes passing the cost of this analysis on to the developer so that this is a revenue-neutral program.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

17.11 PDT: 0.75 FTE Customer Support - Building Reception - *Offer Type: Enhancement* - Unfunded

2025 - $107,695

2026 - $49,421

The Planning, Development & Transportation (PDT) building located at 281 N. College Ave. currently operates with public access for nine hours each weekday, Monday through Friday. However, reception coverage is provided only during specific hours: 8 9 a.m., 12 1 p.m., and 4 5 p.m. An all-building staff rotational system is temporarily in place and is working well; however, it poses challenges, disrupting both staff workflow and visitors' ability to navigate the building effectively. It often leads to frustration among staff and customers who struggle to find assistance or direction during all other operation hours.

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To address these issues, a "Future of the Front Desk" initiative was undertaken, resulting in the identification of short- and long term solutions. Among the long term solutions proposed is the addition of a .75 FTE building receptionist role, stationed at a designated, secure desk located at the building's entrance. This position, combined with a potential .75 FTE exception, will grant full and dedicated coverage.

The $60,000 one time enhancement funds in addition to the FTE request will be allocated toward creating this dedicated space, which will include provisions for keyed pass through entry to customer service windows and other meeting areas throughout the facility. Currently, the building's layout features an open atrium, allowing unrestricted access to various parts of the building—a situation that compromises security and necessitates intervention.

The designated individuals will serve as the primary point of contact for all matters related PDT, as well as general City information.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

17.12 CDNS: 1.0 FTE Transcriptionist - *Offer Type: Enhancement* - Unfunded

2025 - $33,603

2026 - $52,036

A significant portion of administrative staff time is currently dedicated to providing transcription services for a wide range of meetings, commissions and boards. Additionally, staff often rely on third party vendors to fulfill this need when internal bandwidth is insufficient. The unpredictability of staff availability due to sick leave, vacation or other absences further complicates the situation.

To address these challenges, we are seeking to establish consistency and efficiency in transcription services by creating a dedicated position. This individual will not only handle transcription needs within the Planning, Development & Transportation service area, but will also collaborate with other City departments to meet their requirements. Moreover, we aim to incorporate translation services into this role, enhancing accessibility and inclusivity across operations.

Digital solutions in this area are getting better, but are not where they need to be to be cost effective and reliable. Testing of three different digital solutions came back with results such as needing to pay higher amounts for larger file sizes, they do not know who is saying what (even when providing names and parameters), they cannot pick up on subtilties of a language, and sometimes has no clue what was said. This leads staff to thoroughly go through and correct the transcription, equaling more time and money.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

17.13 Historic Preservation Updates to Integrate with Urgent Citywide Strategic Goals - *Offer Type: 1-Time Enhancement* - Unfunded

2025 - $60,000

2026 - $0

This code and policy update will help refine code changes to optimize energy performance, equity priorities and preservation specific considerations to align with City strategic goals. Professional consultants, Community Connectors and other stakeholders will provide recommendations for demolition code and fees, adaptive reuse code changes that more clearly address requirements that make projects difficult, and revisions to the non owner initiated landmark nomination process with a stronger filter for legitimate applications.

The City's Our Climate Future plan and national historic preservation strategies recognize the importance of putting human health and survival first in policy development. This means making decisions about the built environment that keep current and future community needs in mind. Existing local policies related to

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the existing built environment are ripe for evolution, and some necessary local policies and regulations are absent altogether from the City's toolkit. This offer would result in a combination of public engagement process and gathering cutting edge policy and technical tools from peer communities to improve alignment of historic preservation with the City's major triple-bottom-line priorities.

While the City has begun to address the energy performance of existing buildings and have specific metrics to track progress, it has not adequately accounted for the carbon and solid waste impact of losing existing buildings and the impact of new construction, as well as the challenges inherent in reconciling historic, aesthetic and cultural priorities with energy performance adaptations. A deconstruction ordinance (Offer 17.14) would improve the climate impact of buildings cleared for demolition, but preservation codes and policies for existing historic buildings also need updating for carbon considerations to create a full spectrum of solutions across the entire lifecycle of buildings construction, maintenance and deconstruction.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

18.1 Code Compliance - *Offer Type: Ongoing* - Funded

2025 - $968,180

2026 - $999,267

Funding this offer will provide Citywide services offered by Code Compliance, which primarily consists of Nuisance Code Inspectors and Environmental Compliance Inspectors, with support from Customer Service and Information Technology services. The focus of Code Compliance is to proactively address observed nuisance code violations to enhance or maintain neighborhood vitality. Efforts by the Code Compliance team work toward improving the community through education, outreach, and enforcing the Municipal Code and Land Use Code through collaborative efforts with vested partners, including other City departments and outside agencies, like Outreach Fort Collins and CSU's Off Campus Life.

Code Compliance Nuisance Inspectors proactively patrol their area of responsibility to efficiently identify and address observed violations, as well as respond to inspection requests from community members. Environmental Compliance Inspectors focus efforts on construction diversion and mitigation of debris from construction-related projects.

In addition, Code Compliance Inspectors assist with neighborhood sound/noise concerns, and community outreach events, such as Block Party Trailer delivery and retrieval, and collaborate on issues for right of way, forestry, encampments, chronic nuisance properties, etc.

Code Compliance assists several other City departments with the support of job-specific tasks, such as enforcement, partnering on inspections/notifications, and/or assuming management of efforts throughout the inspection process.

Total 2023 Nuisance cases: 8,549 with 92% Voluntary Compliance; 68% Proactive* and 32% compliant based. Top three case types: Weeds 3,252; Rubbish 1,144; Snow 1,740.

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This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

18.2 Neighborhood Services - *Offer Type: Ongoing* - Funded

2025 - $774,755

2026 - $797,800

The core of Neighborhood Services Programs is to start where you are, use what you have, and do what you can. No two neighborhoods have the same needs, demographic makeup, or ideal vision for their future. Multiply those diverse needs by 315 neighborhoods in Fort Collins and that is the scope of work. Neighborhood Services Programs are designed to be flexible, proactive, scalable and reliant on participation and leadership by neighbors and stakeholders because this work cannot be done by the City alone. NS Programs help neighbors activate, connect and transform their communities, building leadership and conflict resolution capacity.

Activate programs meet neighbors where they are to provide a starting point for organizing and participation, like the Block Party Trailer, Welcome Bags, and Neighborhood Night Out, with low barriers to entry. Other programs create space to maximize available resources and support equity, inclusion and diversity in neighborhoods through prioritizing Designated Opportunity Neighborhoods, those with high levels of intersectional vulnerability, allowing data supported, targeted resource allocation and outreach.

Connect programs match neighborhoods with available resources to improve livability through Mini Grants, Neighborhood Development Liaison work, neighborhood meetings, Pop up Lemonade Stand, and Adopt A Neighbor. Eviction and Immigration Legal Fund grants further bridge gaps in available services to support housing stability and equity.

Transform programs empower neighbors to do what they can through community organizing, active participation, leadership development and volunteerism. Mobile Home Park Residents' Rights programs play important roles in neighborhood resilience and create a safety net for some of Fort Collins' most vulnerable residents. Next Level Neighborhoods and paid neighborhood leaders as Community Consultants increase awareness of community issues and encourage participation in decision making.

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

18.3 Conflict Transformation Works - *Offer Type: Ongoing* - Funded

2025 - $422,721

2026 - $450,527

Fort Collins is a safe and neighborly place to live, except when crime and conflict occur. When residents' lives are affected by conflict and crime, the feeling of neighborhood livability and safety are damaged for them, their family and involved friends and neighbors. At Conflict Transformation Works (CTW), formerly Mediation and Restorative Justice, 4 staff and 60+ volunteers address these situations by bringing the affected people together in proven restorative practices that transform conflict, repair harm and strengthen relationships. A range of services are provided to meet the needs of the situation and people involved,

including 1 to 1 mediations, group mediations, restorative justice conferences, restorative group processes, listening sessions, facilitated conversations and other restorative practices. All practices are designed to give residents a voice, respect each person's dignity and self determination, and find a way forward, defined by the participating people.

To address impacts of conflict, mediation services are provided to residents for:
- community conflicts
- neighbor disputes
- code compliance and development concerns
- landlord, tenant and roommate issues
- eviction related issues
- community group conflicts

CTW provides Restorative Justice programs to address the impact of crime in the community, working with crimes committed by young people (ages 10 22). Programs are inclusive and designed to address the needs of:
- young people who commit crimes and their families
- victims of crime and their families
- affected communities and community members

Services added recently include:
- Workplace mediation for City employees
- Eviction related mediation for affordable housing providers and residents
- Restorative Mediation a process that blends elements of mediation and restorative justice

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

18.4 NOCO Humane Society - *Offer Type: Ongoing* - Funded

2025 - $1,197,427

2026 - $1,239,367

This offer funds the contract with NOCO Humane to provide sheltering and animal control services. NOCO Humane has provided these services for nearly 40 years and includes animal protection and control services seven days per week and emergency services 24 hours per day. NOCO Humane maintains and operates a state of the art animal shelter to provide humane treatment of stray, found, surrendered, dangerous or injured animals. They enforce municipal ordinances related to domestic animals and wild rabies vector animals with human or domestic contact.

In 2023, NOCO Humane responded to 5,906 calls for service within Fort Collins, including 2,338 calls for stray animals, 490 for bite investigations, 425 for noise disturbances, and 650 for welfare investigations. A total of 2,192 domestics were impounded. Animal control removed 673 wildlife, preventing the spread or rabies and other zoonotic diseases.

NOCO Humane Services:
- Enforces all Fort Collins animal codes (animals at large, animal welfare, bite investigations, cruelty allegations, dangerous/vicious animals, barking, strays, dead animal pickup and assisting emergency responders)

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- Provides sheltering, licensing and rabies record keeping; in 2023, 24,651 Fort Collins licenses were sold
- Maintains and operates all physical facilities and equipment, and provides all personnel necessary for the efficient, effective and humane operation of an animal shelter
- Provides professional services of a Doctor of Veterinary Medicine for emergency services 24 hours per day
- Maintains community outreach and education programs
- Maintains and provides all medical supplies, instruments and equipment necessary
- Picks up dead animals from public areas, streets and parks
- Provides sheltering and placement for cats and dogs
- Focuses on behavioral work with challenging animals & utilizes foster care & enrichment to increase adoptability
- Provides emergency planning & response services for domestic animals in Larimer County

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

18.5 Rental Housing - *Offer Type: Ongoing* - Funded

2025 - $491,201

2026 - $506,291

Rental Housing programs support housing quality, affordability, and stability. This includes fostering positive relations between housing providers and tenants, providing educational programs for a diverse community, conducting complaint based rental inspections and enforcing minimum housing standards.

Safe, stable housing has a positive impact on health, economic security and the overall stability of households, and housing is a top priority in the community. Data suggests that more than 40 percent of housing units in Fort Collins are renter occupied, and the Housing Strategic Plan prioritized an increased focus on quality affordable rental housing.

Rental housing programs were funded in late 2023 and programs will begin in 2024. The initial portfolio of programs will strengthen relationships among the City, housing providers and tenants; use targeted grant funding to reduce habitability issues; and enhance educational resources available to housing providers and tenants.

Housing providers are important partners in reaching the goal that everyone has healthy, stable housing they can afford. A diverse community needs housing and housing providers of all types, from those who own one property (estimated to be 90% of area rental home investors) to those who own/manage hundreds of doors. Rental housing programs support these critical business owners in staying up to date with state and local regulations and resources.

This offer also includes continued provision of rental inspections, which are offered free of charge to the community. These inspections ensure that renters have working heat during the winter, smoke and carbon monoxide detectors, and windows that open for safe exit in emergencies. The Lead Rental Inspector conducts one to two inspections and fields 10 15 calls weekly about potential habitability issues, and that number is expected to increase.

This program was designed for cost recovery. Rental registration fees will be collected annually.

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This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information
- ECON 1 - Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability

18.8 CDNS: Eviction Legal Fund - formerly ARPA funded - *Offer Type: Continuing Enhancement* - Funded

2025 - $220,000

2026 - $220,000

Pre COVID, local legal service providers were operating over capacity. With financial impacts and soaring housing costs that accompanied the pandemic, the unmet need for legal services to keep people housed dramatically increased. Eviction filings now surpass 2019 case numbers in Larimer County and across Colorado. Over the last four years, the Eviction Legal Fund (ELF) has been educating tenants and landlords, creating communication pathways to negotiate mutually beneficial agreements, and connecting residents with local pro bono attorneys to lay the foundation for more effective and efficient responses to some local affordable housing concerns. This grant program has been operating through federal CARES Act and ARPA funds since 2020. It has been successful in stemming the tide of local evictions, becoming a proven model to build service provider capacity for the community and diversify partnerships in program delivery. The ELF grants brought an additional nonprofit partner specializing in housing issues to Fort Collins along with their volunteer attorney network to assist residents. An estimated 1,000 families in Fort Collins are currently housed because of direct representation and legal advice clinics provided by the Eviction Legal Fund. An additional 7,500 residents received educational materials, self advocacy resources or attended Know Your Rights workshops through the program.

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

18.9 CDNS: Immigration Legal Fund - *Offer Type: Continuing Enhancement* - Funded

2025 - $220,000

2026 - $220,000

The Fort Collins Immigration Legal Fund (ILF) was initiated as an 18 month pilot in 2021. Since its launch, the ILF provided pro bono legal services that would have a market rate value of over $750,000 across a wide range of immigration cases. To date, the fund has successfully managed 262 cases for community members from 32 different countries, resulting in an 87% increase in resolved asylum cases and enhanced legal support for vulnerable groups such as juveniles, single parents and LGBTQIA+ individuals.

The ILF distributes funds to local service providers, supporting activities such as legal representation, community outreach, educational programs and legal assistance for citizenship or lawful presence. This enables grant recipients to effectively apply their expertise, meeting the complex needs of the immigrant population. The fund has fostered increased levels of trust toward government agencies, enhancing community safety and well being. ILF services include:

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Direct legal representation for the lifecycle of immigration cases
Support for legal pathways to citizenship or lawful presence
Legal advice and consultations
Education and outreach including self advocacy resources
Program related language access

The ILF provides essential services and resources to assist individuals in navigating the complex immigration legal system for residents with pathways to lawful presence. This financial assistance helps reduce the personal costs related to obtaining immigration legal services, alleviating the individual financial burden. This can allow them to allocate more resources to the local economy, supporting Fort Collins businesses and contributing to tax revenues.

The impact of the ILF extends beyond individual case outcomes and economic contributions. It represents a commitment to upholding the rights and dignity of all community members, ensuring that Fort Collins remains an inclusive and welcoming community for all.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford

18.10 CDNS: 1.0 FTE Sr Public Engagement Coordinator & Mobile Home Park Code Compliance & Resilience - *Offer Type: Enhancement* - Unfunded

2025 - $102,430
2026 - $129,759

Proactive inspection in mobile home park (MHP) neighborhoods has been suspended for years. The complaint based inspection process has left many MHPs with numerous long term Code violations that have health and safety impacts with costly mitigation for residents and owners. Building on the ARPA funded work, this offer provides assistance for residents and MHP owners to come into compliance through community clean ups, mitigation mini grants, educational resources and home repair events. The position would continue working as a liaison to residents and property managers and leveraging local resources and state or federal funding to improve housing stability for these neighborhoods with high levels of intersectional vulnerability. The position also oversees the work of Community Consultants, MHP neighborhood leaders who are paid for their expertise in reaching neighbors, providing a two way communication channel and recommending tailored approaches for their specific community.

The three year needs assessment of MHPs demonstrated the extent of current non compliance; highest resource/assistance needs; and practicality, equity and compatibility of City Code with community priorities. Most observed code violations in MHPs are for trash and outdoor storage, which have straightforward solutions that may be logistically or financially out of reach for residents. These violations and the high density of MHPs can create dangerous conditions during fire or flooding events. This position would continue to co create pathways to compliance that improve neighborhood safety. Community Clean Up events have been effective in mitigating many violations and inspired three MHP owners to begin providing them annually to their residents. The ultimate goals of this offer are to address the unique needs of MHP communities, continue building relationships with residents, develop strategies to support residents into compliance, and progress toward self sufficiency in mitigating code issues.

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This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

18.12 CDNS: 2.5 FTE Full Implementation of Rental Programs - *Offer Type: Enhancement* - Unfunded

2025 - $304,714

2026 - $311,856

The Rental Housing program was created in 2023 to support the quality, affordability and stability of local rental housing. This includes fostering positive relations among housing providers and tenants, providing educational programs to meet the needs of a diverse community, conducting complaint based rental inspections and enforcing minimum housing standards.

Initial Council approval of the program included 6.5 positions to support necessary programs and services for the 10,000+ rental units in the community. It was designed for cost recovery, with annual registration fees covering the cost of 6.5 FTEs. This was scaled to 4.0 FTEs for the pilot year to allow data and community feedback to shape the remaining 2.5 positions. Increased staffing is now needed to ensure the success of this program and see benefits in housing quality and provider tenant relationships.

Initial community engagement has identified the need for additional support for helping landlords and tenants navigate the registration and rental inspection processes and access necessary resources. This offer proposes 1.0 FTE Assessment Coordinator supporting rental inspections and managing community volunteer inspectors, 1.0 FTE Landlord Navigator to support education and registration, and a 0.5 FTE Program Assistant.

This offer also includes $100K in Housing Stability Funds for mitigation grants to update and maintain rental properties, with a focus on affordable housing. Initial requests for repair grant funding total more than $1.2 million in just a three-week period.

Not funding this offer would result in poor customer experience for housing providers and tenants and limited options for education and incentives. This would harm already tenuous relationships with local housing providers and limit the ability for the City to engage with these critical stakeholder groups in moving toward the housing goals in both the Housing Strategic Plan and the Our Climate Future plan.

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- ECON 1 - Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability
- HPG 2 - Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information

18.13 CDNS: Mini-Grant Expansion to Address the Climate/Housing Nexus in Affordable Housing Units - *Offer Type: Enhancement* - Funded

2025 - $200,000

2026 - $200,000

Sustainability and affordability are significant challenges facing the community. Many community members struggle to afford housing and pay for increasing

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energy costs. As summers get hotter, windstorms become more frequent, and winter temperatures become more extreme, the need for quality building envelopes becomes more critical. Repairs and sealing of building envelopes can be challenging to afford, particularly for mobile-home owners or lower income landlords trying to keep their property's rent below market rate, and may result in displacement. This offer seeks to address the housing climate nexus by providing small grant funds to help upgrade older, affordable rental properties and mobile homes, targeting some of the most affordable housing stock in the community.

The need for these funds is great. Owners of both mobile homes and affordable rental properties often operate with little to no cash on hand for large repairs. Housing providers feel that they must choose between making expensive upgrades and keeping their rents affordable for tenants in the community.
This offer is on track to receive seed funding in summer of 2024 from the inaugural months of the City's sales tax collection for climate resilience. A separate home repair grant fund recently received over 300 applications from owners of mobile homes and rental properties totaling more than $2 million in critical repairs and upgrades. Energy efficiency upgrades in mobile homes through the State's CARE program demonstrate significant energy savings per project. For 14 CARE projects in local mobile homes, the equivalent of approximately the annual energy consumption for 7 mobile home households was saved. A stable source of funding for these repairs and upgrades is critical to meeting the City's climate goals in 2050, and to building community trust and resilience over time.

This Offer supports the following Strategic Objectives:

- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

24.1 Graffiti Abatement Program - *Offer Type: Ongoing* - Funded

2025 - $150,212

2026 - $155,715

Funding this offer provides graffiti abatement to keep Fort Collins clean, safe and visually appealing, contributing to a sense of pride in the community. Promptly removing graffiti sends a message that vandalism will not be tolerated, which may deter further acts of graffiti and other forms of vandalism or crime in the area. It helps to maintain a sense of order and safety in the community. Graffiti can also be personally destructive if it conveys hatred or discrimination. Offensive graffiti can detract from the enjoyment of streets and other public areas by all users. If graffiti covers traffic signs or other types of public advisory vehicles, public safety could be compromised.

A clean and attractive environment is conducive to economic development. An effective graffiti abatement program can encourage investment, tourism, and small businesses.

Graffiti is sometimes connected with gangs who use it to communicate within their organization, to intimidate neighborhoods, to mark territory they claim, and to control and recruit new members.
Removing graffiti promptly can help to create a safer environment and prevent gang-related activities.

In 2023, the Graffiti Abatement Team addressed 693 issues consisting of 3,054 graffiti tags. 56% of the graffiti was abated proactively. Removing graffiti as soon as it is reported is the best prevention against future graffiti. Information is received from three sources:

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- Hotline 970.416.2400
- Online Access Fort Collins system, and includes online police reports and emailed reports
- Proactively addressing issues discovered in the field patrolled by the Graffiti Abatement Team

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence

34.2 Digital Inclusion Program (Get FoCo & Connexion equitable access) - *Offer Type: Ongoing* - Funded

2025 - $1,146,461

2026 - $1,213,197

This offer is funded via a dedicated 6% of Connexion gross revenue paid to the General Fund as payment in lieu of taxes (PILOT) to reduce a commercial market advantage of municipal-owned and operated broadband service. The funds are designated per City Council to fund the City's Digital Inclusion program to increase digital equity and reduce the digital divide.

The City's Digital Inclusion effort has two prongs: to expand digital fluency through community programs, and to increase equitable access to technology.

Digital Fluency are the programs and services that provide residents with tools and opportunities that fully support digital skill building, learning and digital participation. The City's Digital Equity program leverages community partnerships (e.g., the PSD Family Liaisons) that serve as trusted cultural brokers to the residents the program strives to reach.

This offer includes operational program costs, community partnerships, outreach and enrollment marketing, materials development, translation services and community grants to support existing digital equity services within the community. It also funds a full-time Digital Inclusion Specialist to manage digital equity community services and implement increased internet access.

Equitable Access provides income eligible residents a monthly rate of $20 per month for 1 gig internet speed plus wireless service.

- The reduced rate is a substantial discount from the $70 Residential Service but not at reduced or diminished speeds.
- The $50 monthly difference between the $20 resident payment and Connexion's $70 price point is paid to Connexion from the PILOT revenue.
- Digital Access income eligibility is 60% Area Median Income, which aligns with local housing affordability, PSD reduced lunch, and many other community benefits for residents in need.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

44.1 Social Sustainability Department Core Operations - *Offer Type: Ongoing* - Funded

2025 - $2,525,229

2026 - $2,591,777

Funding this offer supports the Social Sustainability Department (SSD) to oversee, coordinate and operate its core services, programs and projects including 9.75 FTE: SSD Director, Housing & Homelessness Team (4.0 FTE), Human Services Team (1.75 FTE), and the HUD team (3.0 FTE majority funded by HUD).

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The work includes policy and program development, convening community collaborations, research and preparing data and plans, tracking performance measures and reporting, seeking funding opportunities and partnerships, training and engagement, and oversight of specific Council priority items. SSD promotes personal and professional development for staff to improve capacity and ability to advance equity for all.

The key areas of focus include: Housing Strategic Planning & Implementation; Homelessness Initiatives, Strategy & Coordination; Human Services Funding, Partnership & Support; HUD Funding, Oversight, & Reporting; and community support in other social/human focus areas. This work is aligned with community priorities of housing affordability, homelessness solutions, human services support, childcare support and equity for all.

It continues the critical and high priority human services and affordable housing support of the City's Affordable Housing Program funds and Human Services Program (HSP) funds, which provide General Fund assistance for affordable housing and human services since federal funds from HUD (CDBG & HOME) cannot alone address the community's affordable housing and human service needs.

This offer includes $786,319 for Human Service Program funding and $563,010 for Affordable Housing Program funding, all of which is distributed through the annual competitive funding process into the community to affordable housing projects and 35+ nonprofit human service providers (in addition to approx. $2M in HUD funding primarily for housing).

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring
- NCV - 24/7/365 Operational Excellence

44.2 CCIP - Affordable Housing Capital Fund - *Offer Type: Continuing Enhancement* - Funded

2025 - $100,000

2026 - $0

Funding this offer will provide authority to spend the voter-approved Affordable Housing Capital Fund (AHCF). This fund will accumulate $4 million over 10 years. In 2025, the Affordable Housing Capital Fund's projected funding is $500,000. This offer requests authority to commit the $500,000 to the construction or rehabilitation of one or more affordable housing projects. In the past, Council has directed staff to use this funding for fee relief and for a Direct Subsidy program designed to provide funding to projects that are close to ready to proceed and where additional funding will finalize funding needs or accelerate the timing of when a project will be constructed. This year, Council has directed staff to use $400,000 for fee relief over the 2025-2026 budget period (Offer 44.10). Authority to use the funds as soon as they are available provides flexibility to invest in projects that are time sensitive. These funds can only be used to offset capital costs of affordable housing.

Affordable housing is a proactive response to historical inequities caused by housing policy throughout the country and locally. Providing opportunities to spend no more than 30% of one’s income on housing allows residents an opportunity to cover their needs and save for the future. Income-restricted homeownership is a way to get families into homeownership who have been denied this in the past, along with the wealth generation that home ownership often allows. Renting at an affordable rate allows households to accumulate savings to invest or to purchase a home. This is a strategy that can help low income residents, including low income Black, Indigenous, and People of Color (BIPOC) residents, close the wealth gap. White families on average have nearly 10 times the net worth of Black families, and poverty rates are higher and income levels are lower for nearly all BIPOC communities in Fort Collins.

NEIGHBORHOOD & COMMUNITY VITALITY

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford

44.3 Human Services Program Grant Funding - *Offer Type: Continuing Enhancement* - Unfunded

2025 - $150,000

2026 - $150,000

Funding this offer supports grants to nonprofit organizations (NPOs) via the City's annual competitive funding process for Human Services.

Total funding in 2024 for Human Services grants is approximately $900,000 of General Fund money, which currently includes this $150,000. This is a continuing enhancement because Council added $150,000 from the General Fund in the 2018 budget cycle. This is the fourth consecutive request to maintain these funds for grants to nonprofit human service providers.

NPOs contribute to Fort Collins' social, economic and community health by providing vital services and improving quality of life for low- and moderate-income residents. NPOs have more demand for their services than they have capacity to supply, demonstrating that the needs of low-income residents remain high. Funding requests from NPOs in 2024 totaled $2M.

The Human Services & Housing Funding Board (HSHFB) reviews the grant applications and recommends funding levels to Council. The grants support community priorities related to low income and special needs populations, childcare and housing stability.

Services provided by these funds include childcare scholarships; nutritious food programs for children and seniors; housing counseling/rent assistance; homelessness prevention; services for disabled residents, at risk youth, persons experiencing homelessness and sexual abuse/domestic violence victims; mental/behavioral health services and services for those striving to achieve self sufficiency.

Lack of services adds additional costs to the community: emergency room visits, jailing, police services, lost self sufficiency, joblessness, homelessness and the risk of self-harm or harm to others. Measurable outcomes from each NPO grantee are monitored by the City to ensure clients are benefiting from the NPO services.

This Offer supports the following Strategic Objectives:

- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring

44.4 Grocery Tax Rebate Program - *Offer Type: Ongoing* - Funded

2025 - $247,596

2026 - $249,637

The Grocery Tax Rebate provides income eligible residents an annual cash rebate to offset sales tax paid on food as outlined in Chapter 25 of the Municipal Code. Established in 1984 at $25 per person in an eligible household, the rebate amount was increased to $40 per person in 1998. The rebate amount per person updated to $80 dollars in 2024 and is now updated annually. In 2023, the City processed 1,966 applications, and the total rebate issued in 2023 was over $354,000. Between 2021 2023, the number of applications received increased over 107%, and rebate amounts issued grew by over 200%.

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Applications are submitted via the Get FoCo online platform. A 0.75 FTE staff member is included with this offer, who assists residents with the application process and supporting a variety of other program functions to ensure a positive customer experience and outreach to eligible households.

This program is a partnership across City departments, and many other income based programs in the community assist with educating residents about the program and driving applicants to the Get FoCo registration site.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

44.5 Partial Salary and Cost Support for Existing HUD Team Staff in Social Sustainability Department - *Offer Type: Enhancement* - Unfunded

2025 - $60,996

2026 - $73,381

The City has been the recipient of federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grant funds from HUD for over 30 years. Annually, those funds provide approximately $2M in funding that supports the City's goals around affordable housing, homelessness and other needs of vulnerable residents. Staff administering these funds consist of 3.0 FTEs that have historically billed 100% of their personnel costs to the HUD grants while the actual distribution of their work has been approximately 80% on HUD activities and 20% on City work that aligns with HUD goals. The City-related work has included contract administration of all affordable housing projects funded with City dollars, long-term compliance monitoring of all City- and HUD-funded affordable housing, and collaborative work in support of City programs that serve low income residents.

HUD has a prescriptive formula regarding the percentage of the CDBG and HOME grants that may be used to support administration of the grants. The grant amounts fluctuate annually but have remained relatively stagnant over the past 10 years. This means that the percent of the grant awards available to cover salaries and administration has not kept up with the costs associated with managing the funds, particularly the personnel costs of the staff responsible for contracting and compliance. HUD funds invested in affordable housing have a 20-year compliance period; this creates a long term compliance and monitoring obligation on behalf of the City that outlives the grant funds received in any given year. Since 2015, the long term monitoring and compliance of the HUD team has increased from 1,000 units to approximately 2,000 units and the cumulative financial investment requiring oversight has increased from $20M to $40M. The responsibility for monitoring annual compliance is ongoing. As HUD funds remain stagnant, or decrease, City funds will need to cover the personnel gap.

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV - 24/7/365 Operational Excellence

44.6 Grocery Tax Rebate Program Balance-and-Growth - *Offer Type: Enhancement* - Funded

2025 - $285,000

2026 - $285,000

The Grocery Tax Rebate program provides income eligible residents an annual cash rebate to offset sales tax paid on food as outlined in Chapter 25 of the Municipal Code.

The dollar amount included in the program's ongoing offer (44.4) for the cumulative rebate program cost does not fund the program’s current annual budget obligation.

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In 2023, the City processed 1,966 applications. The total rebate issued in 2023 for the grocery rebate program was over $354,000, while only $150,000 was budgeted. Between 2021 2023, the number of applications received increased over 107% and rebate amounts issued grew by 200%.

In 2024, the total rebate payouts are anticipated to be near $400,000, while only $165,000 is budgeted. This balance and growth offer will combine with the ongoing budget to provide $450,000 of total available rebate funding for 2025 and $500,000 in 2026.

This offer effectively balances the budget amount needed to fulfill the rebate obligations and forecasts modest growth. The dollar amounts are based on recent budget actuals, data trends, growing program popularity and dedicated staff outreach to residents eligible for the program.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

44.7 Childcare & Social Services Recovery Step-Down Grants - formerly ARPA funded - *Offer Type: 1-Time Enhancement* - Unfunded

2025 - $250,000
2026 - $250,000

This offer will provide funding for step down grants to mitigate the enduring impacts of the pandemic on childcare and social service systems in Fort Collins.

Between 2020 2024, the City contributed a meaningful share of its ARPA and CARES federal funding to help stabilize the childcare sector and provide life sustaining services to high need and at risk residents. ARPA funding concludes at the end of 2024. Rather than allow a hard crash out of the ARPA recovery funding, the grants created by this offer will provide a soft landing to those community programs continuing their pandemic recovery efforts in 2025 and 2026.

Recovery grants toward childcare and social services totaled $580k in 2023 and $603k in 2024. This offer reduces the total grant awards by 56 58%, down to $250k/year in 2025 2026.

The grants will be focused on specific issues ruptured by the pandemic, as recognized in the Fort Collins Recovery plan, including:
• childcare system support
• food insecurity
• social isolation of seniors
• mental and behavioral health
• housing stability
• abuse
• access to transportation
• services for disabled residents

These grants will be available through a competitive process to organizations that were prior recipients of ARPA grants from the City's Social Sustainability Department between 2022-2024. This ensures that the programs have been vetted for eligibility, pandemic recovery alignment, financial risk, compliance and capacity to receive City funds.

The grant awards will pay for eligible costs necessary to operate the various community programs, such as personnel (direct service staff and program

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management staff), program materials, direct client assistance (e.g., childcare scholarships), equipment and other program specific expenses.

This Offer supports the following Strategic Objectives:

- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring

44.8 Affordable Housing Program Funding Increase - *Offer Type: Enhancement* - Unfunded **2025 - $500,000**

2026 - $500,000

Funding this offer will substantially increase the General Fund resources available through Social Sustainability's annual Competitive Process for affordable housing projects for the first time in over 10 years. This offer is connected to Offer 44.1, which includes $563,000 of annual local funding for affordable housing projects. It also supports Council's adopted priority to "operationalize City resources to build and preserve affordable housing."

While funding allocated to the Affordable Housing Program has not increased since 2015, the cost to build one unit of housing has increased by more than 65% in just the last five years. Current funding levels are helpful, but these funds do not go as far as they have in the past. To maintain or accelerate affordable housing production, additional funding is needed to support projects.

Affordable housing projects serve low income households making no more than 80% area median income (AMI). The Competitive Process commits federal funding from programs such as Community Development Block Grants and HOME Program as well as City funds from the Affordable Housing Program. City funds have fewer regulations attached and can be particularly helpful to smaller construction and renovation projects. Local funds can support a variety of affordable housing activities and are easier to deploy than federal or state dollars. Additional local funding will accelerate development projects by providing the final needed funding and can provide critical local support to leverage other competitive funding sources like Low Income Housing Tax Credits (LIHTC). This funding can be used preserve existing affordable housing and convert market-rate housing to restricted affordable housing.

Additional funding can help the City achieve its housing goals more quickly. Through policy and investment, the City strives to provide opportunity to those who have been cost burdened and cannot afford local housing costs.

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

44.9 Social Sustainability: 1.0 FTE - Housing Grant writing, Monitoring, Reporting, and Compliance - *Offer Type: Enhancement* - Unfunded **2025 - $75,869**

2026 - $102,012

Funding this offer will support an additional FTE for Social Sustainability (SSD) focused on grant writing, administration and compliance monitoring for affordable housing. Housing affordability is a top community priority and continues to be a key priority for City Council. With the adoption of the Housing Strategic Plan (HSP) in March 2021, SSD and partner departments across the organization have set a clear path toward implementation of 26 strategies that will help achieve a future in Fort Collins where everyone has healthy, stable housing they can afford. Achieving this vision will require innovative strategies, funding sources and programs that SSD is currently not resourced to administer or monitor.

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SSD currently has a team of 3.0 FTE that is funded by the Department of Housing and Urban Development (HUD) to administer Federal affordable housing programs and monitor Federally subsidized affordable housing for compliance. However, future housing production will need to leverage sources of funding and serve income levels beyond traditional Federal programs. Examples from the recent past include applications to the State for Proposition 123 funds, proposals from employers to restrict a certain percentage of housing for their employees, and similar non traditional approaches to improving housing affordability. These commitments must be identified, applied for, reported on, implemented and monitored over a multi year timeframe.

This offer will support the following:
Identification of potential housing related grant funds (including Proposition 123 programs), preparation of grant applications, and grant reporting for awarded funds
Program administration and compliance monitoring of non Federal affordable housing programs and funding sources, including Land Bank
Administration of applications for Private Activity Bonds, the City's Affordable Housing Capital Fund, and similar

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

44.10 Affordable Housing Fee Relief - *Offer Type: Continuing Enhancement* - Funded

2025 - $400,000

2026 - $0

Funding this offer will continue the City's existing Fee Credit Program to support 28 units of affordable housing for households making no more than 30% area median income (AMI). The Fee Credit Program recognizes the difficulty of providing housing to the lowest wage earners in the community, like people on fixed incomes. This year, Council has directed staff to use $400,000 for fee relief over the 2025-2026 budget period.

Currently, 30% AMI annual incomes are $23,900 for one person and $27,300 for two people, which equates to a monthly rent of $668 for a one bedroom unit. It currently costs more than $400,000 on average to construct one affordable rental home in Colorado, regardless of the AMI level served. Developers cannot manage debt or operating costs with the low rents 30% AMI households can afford, so subsidy is needed to make these units economically feasible. In short, development must be subsidized to reach households with very low incomes. As costs to develop rise, fewer affordable units will target the lowest income levels without additional support.

The Fee Credit program is the result of process improvements that have refined the City's approach to fee relief since 2013. As a result of a LEAN program evaluation, in 2020 City Council codified fixed amounts for fee credits for qualifying units ($14,000 per new unit and $5,500 for adaptive reuse). This improved process saves staff and Council time and provides predictability. In 2022, City Code was amended to allow fee credits to be granted administratively when funds have been appropriated for this purpose. This provides developer certainty and only requires Council involvement for extraordinary requests or when available funding cannot accommodate a request. The administrative process is only usable if funds are appropriated.

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This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring

44.11 Affordable Housing Land Bank - *Offer Type: 1-Time Enhancement* - Unfunded

2025 - $750,000

2026 - $0

Funding this offer allows the City to purchase land for the Affordable Housing Land Bank Program (LBP) and update a Disposition Study. In 2025, the City would exercise an option to acquire two acres of developable real estate, including a residence for $700,000 at 1900 Laporte Ave. An additional $50,000 is sought to update a Disposition Study for the LBP that was last conducted in 2015.

The LBP purchases land for future affordable housing, locking in pricing in an escalating real estate market and preserving desirable and underserved locations that ensure good distribution of affordable homes geographically. This is the City's only program requiring permanent affordability. Appreciation of land bank values is used as subsidy for the future housing. The option to be exercised for this offer is with the City's Natural Areas Department (NAD), which purchased a larger parcel with the intention of selling off this developable corner. If funded, this offer will be used to exercise the option, or to acquire a comparable site in a comparable area. This site meets all the criteria of the LBP and has a residence that could be rented to provide operating funding for the LBP. Currently only one other LBP parcel is providing revenue to support the program.

If the LBP is unable to purchase this land it may be sold for market rate development. The Natural Areas Department purchased more than is needed for their purposes and has indicated they will consider listing it for sale if the LBP cannot purchase it.

To date, this program has not requested operating funds from the General Fund. This offer also would fund an update to the LBP's 2015 Disposition Study to refine this strategy based on changes in market conditions over the past decade.

This Offer supports the following Strategic Objectives:

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

44.14 Homelessness Core & Homelessness Priorities - formerly ARPA funded - *Offer Type: Continuing Enhancement* - Funded

2025 - $1,000,000

2026 - $1,000,000

Through the pandemic, Fort Collins was one of the rare communities without significant increases in homelessness, due to an influx of funding via recovery dollars and through high levels of collaboration among system partners. Increases of funding for core homelessness programs over the past five years have had significant positive impacts on people housed and people experiencing homelessness (PEH).

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The core programs largely responsible for these positive outcomes, and which are vital to continue funding, are:

Seasonal Overflow Shelter and emergency weather response: increases shelter bed capacity during the winter (+70 beds for men), ensuring no one is turned away due to space constraints, and supports community wide activation during extreme hot and cold weather.

Northern Colorado Continuum of Care (CoC): ongoing support for regional coordinating agency.

Murphy Center: operated by Homeward Alliance, the MC is the central hub for homeless services open to all; funding supports operations that provide services to people experiencing or at-risk of homelessness, including 20+ on site agencies, core services (lockers, showers, meals, computer access), housing and resource navigation, and case management.

• Outreach Fort Collins (OFC): OFC provides compassionate street outreach and has expanded their service area twice since 2021, now covering a majority of the community. They provide direct service and support to both housed and unhoused community members, including business owners seeking response training.

Homeless Management Information System: robust regional system that collects data from nearly every homeless service provider in Fort Collins. Tracks people's entry and exit from homelessness and illuminates critical housing, service and equity gaps.

A portion will be allocated to service providers via competitive process for Resource Navigation and/or 24/7 shelter, identified as priorities through the Human Services Priorities Platform process.

This Offer supports the following Strategic Objectives:

- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

44.15 Homelessness Foundational Programs - formerly ARPA funded - *Offer Type: Continuing Enhancement* - Unfunded

2025 - $230,000

2026 - $230,000

Since the start of the pandemic, with increased access to homelessness recovery funding, Fort Collins has seen more support for programs across the housing and homelessness spectrum. The result of this increase in funding for homeless services has resulted in many noteworthy outcomes, including a 16% decrease in chronic homelessness in 2023. This offer bolsters the response system by funding critical programs that support individuals and families exiting from homelessness as quickly as possible:

• Resource Navigation: increased staffing at agencies that support clients by connecting to appropriate resources and, when needed, offering tailored case management as clients move toward housing. Services include securing benefits, conducting intakes and vulnerability assessments, housing placement and retention, housing preparation services, housing search and placement, and landlord mediation. Navigators also address barriers to housing such as substance use disorders, mental and behavioral health needs, financial literacy, education and childcare.

• 24/7 Shelter: Prior to 2021, emergency shelters offered shelter overnight only, whereas 24/7 shelter allows people to remain on site during the day, leading

NEIGHBORHOOD & COMMUNITY VITALITY

to more stability in meeting day to day needs. 24/7 shelter is linked to increased stability and positive outcomes related to employment and housing, obtaining birth certificates and IDs, and having access to core services like lockers, meals, showers and healthcare.

If funded in full, the total amount would be split approximately evenly between these two programs. Research suggests that resource navigation services get more vulnerable folks connected to the response system, and the strength of both resource navigation and 24/7 shelter services is meeting people where they are. In particular, those who are willing and interested in connecting to services but hesitant to seek them out independently.

This Offer supports the following Strategic Objectives:

- NCV 2 - Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring



Safe Community

Fort Collins provides a safe place to live, work, learn and play.

- **Police**
- **Fire**
- **Stormwater**
- **Municipal Court**

Overview

Public safety services are foundational to a healthy, vibrant community. This Outcome includes funding for police, fire and emergency response, as well as infrastructure and cybersecurity. In addition, it includes stormwater capital and operations that work to protect people and structures from flooding and to protect the quality of streams, rivers and other vital water resources. The strategic objectives for the Safe Community Outcome, as outlined in the 2024 Strategic Plan, are as follows:

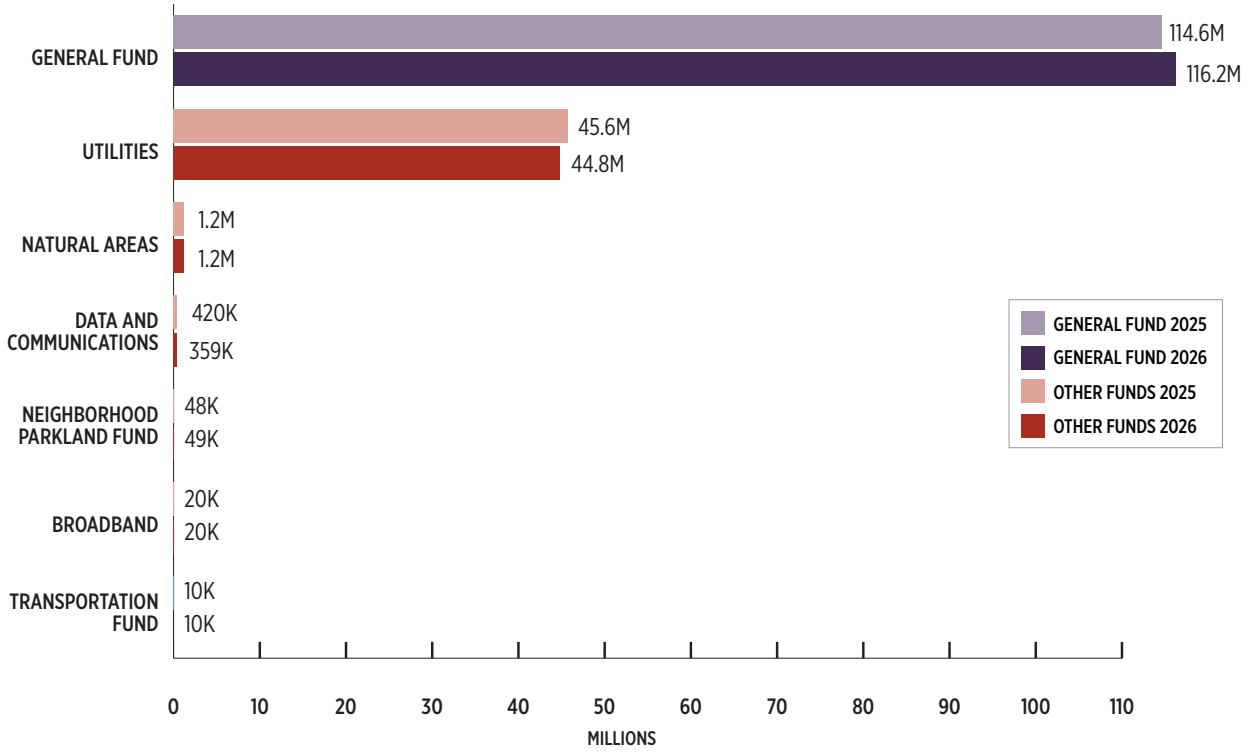
SAFE 24/7/365 Operational Excellence

SAFE 1 Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models.

SAFE 2 Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats.

2025 GENERAL FUND & OTHER FUNDS – $162.0M

2026 GENERAL FUND & OTHER FUNDS – $162.6M



Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat Obj.	2025	2026
5.24	Utilities: Stormwater - Fossil Creek Stream Rehab Trilby to Lemay	SAFE	$1,400,000	$5,000,000
5.25	Utilities: Stormwater - Tandem Dump Truck	SAFE	$0	$350,000
5.28	Utilities: Stormwater - 1.0 FTE Senior Inspector	SAFE	$150,088	$96,234
5.30	Utilities: Water - Inflationary Increases to Ongoing Offers	SAFE	$643,135	$673,694
5.32	Utilities: Water - College Avenue Water Main replacement	SAFE	$1,000,000	$2,527,000
5.34	Utilities: Utility Network Implementation	SAFE	$450,000	$450,000
5.35	Utilities: Stormwater Inflationary Factors	SAFE	$121,500	$120,500
5.37	Utilities: Water - Water Supply Acquisitions	SAFE	$500,000	$1,500,000
5.38	Utilities: Combined One Water Laboratory	SAFE	$4,500,000	$0
10.3	IT: Cybersecurity Enhancement: Virtual CISO and Endpoint Management Modernization	SAFE 2	$250,000	$250,000
10.4	IT Infrastructure - Network Firewall Protection Lifecycle Replacement	SAFE 2	$368,752	$182,060
29.20	Police Colorado Regional Information Sharing Project [CRISP] - REHOST	SAFE 1	$2,000,000	$0
29.24	Police: Axon Bundle	SAFE 1	$275,000	$275,000
29.26	Police: 7.0 FTE - HOPE, Records, Sr Technician and Victim Advocate	SAFE 1	$420,483	$921,590
29.27	Police Vehicle (Mobile) Radios & Utilities CS&A 800 MHz Radios (combined offer)	SAFE 1	$1,965,000	$1,026,380
29.28	Police: 1.0 FTE - Emergency Services Dispatcher	SAFE 1	$0	$0
50.2	City Attorney's Office: 1.0 FTE Police Advisor	SAFE 1	$151,119	$189,464
51.3	EPS: 1.0 FTE Preparedness/Security Specialist - Utilities Focused	SAFE 2	$75,430	$99,759
62.4	Municipal Court: Judicial Services	SAFE 1	$34,906	$36,129
62.5	Municipal Court: RTC Program and Competency Evaluations - formerly ARPA-funded	SAFE 1	$37,200	$38,571
62.6	Municipal Court: Redeploy Security 2.0 FTE	SAFE 1	$0	$0
64.4	Natural Areas: 1.0 FTE Ranger	SAFE 1	$123,948	$83,607
		TOTAL	**$14,466,561**	**$13,819,988**

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but were not included in Ongoing Offers*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.1 - Utilities: Stormwater Engineering Offer Type: Ongoing	1,673,958	0	0	1,673,958 *Stormwater*	0
Not Ranked	5.2 - Utilities: Water Engineering Offer Type: Ongoing	759,515	0	0	759,515 *Water*	0
Not Ranked	5.3 - Utilities: Water - Distribution System Replacement Offer Type: Asset Management-Ongoing	2,500,000	0	0	2,500,000 *Water*	0
Not Ranked	5.4 - Utilities: Stormwater - Master Plan Updates Offer Type: Ongoing	200,000	0	0	200,000 *Stormwater*	0
Not Ranked	5.5 - Utilities: Water Treatment Operations Offer Type: Ongoing	6,074,675	0	0	6,074,675 *Water*	0
Not Ranked	5.6 - Utilities: Water - Minor Capital Offer Type: Asset Management-Ongoing	1,361,950	0	0	1,361,950 *Water*	0
Not Ranked	5.7 - Utilities: Water - Water Resources Offer Type: Ongoing	3,555,840	0	47,714	3,508,126 *Neighborhood Parkland* *Natural Areas* *Water*	0
Not Ranked	5.8 - Utilities: Stormwater - Developer Repayments Offer Type: Ongoing	900,000	0	0	900,000 *Stormwater*	0
Not Ranked	5.9 - Utilities: Stormwater - Operations and Maintenance Offer Type: Ongoing	2,744,202	0	0	2,744,202 *Stormwater*	0
Not Ranked	5.10 - Utilities: Stormwater - Minor Capital Offer Type: Asset Management-Ongoing	970,000	0	0	970,000 *Stormwater*	0
Not Ranked	5.11 - Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program Offer Type: Asset Management-Ongoing	100,000	0	0	100,000 *Water*	0

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.12 - Utilities: Water - Water Supervisory Control and Data Acquisition (SCADA) operational technology asset (PLC) replacement program Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Water*	0
Not Ranked	5.13 - Utilities: Water - Transmission and Distribution Offer Type: Ongoing	3,873,972	0	0	3,873,972 *Water*	0
Not Ranked	5.14 - Utilities: Water - Meters Operation and Maintenance Offer Type: Ongoing	868,736	0	0	868,736 *Water*	0
Not Ranked	5.15 - Utilities: Water - Distribution Small Capital Projects Offer Type: Asset Management-Ongoing	2,150,000	0	0	2,150,000 *Water*	0
Not Ranked	5.16 - Utilities: Water Meter Capital Offer Type: Asset Management-Ongoing	350,000	0	0	350,000 *Water*	0
Not Ranked	5.17 - Utilities: Stormwater - Collection System Small Projects Offer Type: Asset Management-Ongoing	2,750,000	0	0	2,750,000 *Stormwater*	0
Not Ranked	5.18 - Utilities: Stormwater - Cured in Place Pipe Lining Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Stormwater*	0
Not Ranked	5.19 - Utilities: Water Quality Services - Water Quality Lab (WQL) and Watershed Program Offer Type: Ongoing	1,824,738	0	0	1,824,738 *Water*	0
Not Ranked	5.20 - Utilities: Water Quality Services - Source Watershed Protection Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Water*	0
Not Ranked	5.21 - Utilities: Water - Galvanized Service Replacement Offer Type: Asset Management-Ongoing	1,000,000	0	0	1,000,000 *Water*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.22 - Utilities: Water - Cathodic Protection Program Offer Type: Asset Management-Ongoing	700,000	0	0	700,000 *Water*	0
Not Ranked	5.23 - Utilities: Stormwater - Land Acquisition Offer Type: Asset Management-Ongoing	300,000	0	0	300,000 *Stormwater*	0
Not Ranked	10.1 - IT Risk Management - Cybersecurity Offer Type: Ongoing	593,565	0	428,494	165,071 *Data & Communications*	0
Not Ranked	10.2 - IT Risk Management - Information Security Posture Offer Type: Ongoing	305,000	0	192,791	112,209 *Data & Communications*	0
Not Ranked	29.1 - Police Office of the Chief and Administration Offer Type: Ongoing	6,335,715	0	6,335,715	0	0
Not Ranked	29.2 - Police Patrol Services Offer Type: Ongoing	20,346,371	0	20,346,371	0	0
Not Ranked	29.3 - Police Special Operations Division Offer Type: Ongoing	11,452,490	3,000,489 *Camera Radar* *PSD Revenue for SRO* *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue* *Traffic Calming Surcharge*	8,452,001	0	0 *General Fund*
Not Ranked	29.4 - Police Criminal Investigations Division Offer Type: Ongoing	9,704,553	0	9,704,553	0	0
Not Ranked	29.5 - Police Information Services Offer Type: Ongoing	8,941,882	831,344 *Ambulance Contract*	8,110,538	0	0
Not Ranked	29.6 - Police Vehicle Program Offer Type: Ongoing	3,057,933	0	3,057,933	0	0

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	29.7 - Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) Offer Type: Ongoing	58,224	0	0	0	58,224 *General Fund*
Not Ranked	29.8 - Police Photo Red Light & Photo Radar Program Offer Type: Ongoing	1,523,890	1,523,890 *Camera Radar*	0	0	0
Not Ranked	29.9 - Police: Colorado Regional Information Sharing Project [CRISP] Offer Type: Ongoing	1,242,878	820,763 *CAD System*	422,115	0	0
Not Ranked	39.1 - West Nile Virus Program Management Offer Type: Ongoing	391,315	391,315 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
Not Ranked	50.1 - Municipal Prosecution Offer Type: Ongoing	671,684	0	671,684	0	0
Not Ranked	51.1 - Emergency Preparedness & Security Office - Administration, Operations, and Special Events Offer Type: Ongoing	1,167,741	206,250 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	789,417	172,074 *Light & Power* *Water* *Wastewater* *Stormwater*	0
Not Ranked	62.1 - Municipal Court Services: General and Camera Radar/Red Light Caseload Offer Type: Ongoing	1,934,736	86,225 *Camera Radar*	1,848,511	0	0
Not Ranked	62.2 - Municipal Court Services: Specialized Services Offer Type: Ongoing	436,269	63,000 *Opioid Settlement (Muni Ct)*	347,834	0	25,435 *General Fund*
Not Ranked	64.1 - Park Ranger Program Offer Type: Ongoing	390,203	0	390,203	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	64.2 - Encampment Cleaning and Prevention Offer Type: Ongoing	179,375	0	139,375	40,000 *Stormwater*	0
Not Ranked	64.3 - Natural Areas Rangers and Visitor Services Offer Type: Ongoing	1,027,301	0	0	1,027,301 *Natural Areas*	0
Not Ranked	70.1 - Poudre Fire Operation, Maintenance & Capital (General Fund) Offer Type: Ongoing	41,119,524	0	41,119,524	0	0
Not Ranked	29.21 - Police, Muni Ct, City Attorney, PDT: Traffic Safety Initiative (Vision Zero) Offer Type: Ongoing	1,419,036	1,419,036 *Camera Radar*	0	0	0
45	5.32 - Utilities: Water - College Avenue Water Main replacement Offer Type: Asset Management-Enhanced	1,000,000	0	0	818,558 *Water*	181,442 *Water*
48	5.34 - Utilities: Utility Network Implementation Offer Type: Enhancement	450,000	0	0	403,526 *Water* *Wastewater* *Stormwater*	46,474 *Wastewater*
49	62.6 - Municipal Court: Redeploy Security 2.0 FTE Offer Type: Redeploy	0	0	0	0	0
50	10.4 - IT Infrastructure - Network Firewall Protection Lifecycle Replacement Offer Type: 1-Time Enhancement	368,752	0	0	143,039 *Data & Communications*	225,713 *General Fund*
51	5.37 - Utilities: Water - Water Supply Acquisitions Offer Type: Asset Management-Enhanced	500,000	0	0	500,000 *Water*	0
52	5.30 - Utilities: Water - Inflationary Increases to Ongoing Offers Offer Type: Enhancement	643,135	0	0	643,135 *Water*	0

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
54	29.20 - Police Colorado Regional Information Sharing Project [CRISP] - REHOST Offer Type: Asset Management-Enhanced	2,000,000	0	2,000,000	0	0
58	5.35 - Utilities: Stormwater Inflationary Factors Offer Type: Enhancement	121,500	0	0	121,500 *Stormwater*	0
59	64.4 - Natural Areas: 1.0 FTE Ranger Offer Type: Enhancement	123,948	0	0	123,948 *Natural Areas*	0
60	5.25 - Utilities: Stormwater - Tandem Dump Truck Offer Type: Asset Management-Enhanced	0	0	0	0 *Stormwater*	0
61	5.28 - Utilities: Stormwater - 1.0 FTE Senior Inspector Offer Type: Enhancement	150,088	0	0	150,088 *Water* *Wastewater* *Stormwater*	0
67	29.24 - Police: Axon Bundle Offer Type: Enhancement	275,000	0	0	0	275,000 *General Fund*
68	62.4 - Municipal Court: Judicial Services Offer Type: Enhancement	34,906	0	0	0	34,906 *General Fund*
70	50.2 - City Attorney's Office: 1.0 FTE Police Advisor Offer Type: Enhancement	151,119	0	151,119	0	0
73	10.3 - IT: Cybersecurity Enhancement: Virtual CISO and Endpoint Management Modernization Offer Type: Enhancement	250,000	0	0	48,050 *Light & Power* *Broadband*	201,950 *General Fund* *Transportation* *Water* *Wastewater* *Stormwater*

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
74	5.24 - Utilities: Stormwater - Fossil Creek Stream Rehab Trilby to Lemay Offer Type: Capital Project	1,400,000	0	0	1,400,000 *Stormwater*	0 *Stormwater*
75	62.5 - Municipal Court: RTC Program and Competency Evaluations - formerly ARPA funded Offer Type: Enhancement	37,200	37,200	0 *Camera Radar*	0	0 *General Fund*
76	51.3 - EPS: 1.0 FTE Preparedness/Security Specialist - Utilities Focused Offer Type: Enhancement	75,430	0	18,796	56,634 *Utility CS&A*	0
77	5.38 - Utilities: Combined One Water Laboratory - Site Acquisition and Design Offer Type: Capital Project	4,500,000	0	0	0	4,500,000 *Water* *Wastewater*
78	29.26 - Police: 7.0 FTE - HOPE, Records, Sr Technician and Victim Advocate Offer Type: Enhancement	420,483	209,766	210,717 *Camera Radar*	0	0
79	29.27 - Police Vehicle (Mobile) Radios & Utilities CS&A 800 MHz Radios (combined offer) Offer Type: Asset Management-Enhanced	1,965,000	0	0	1,465,000 *Light & Power* *Water* *Stormwater*	500,000 *General Fund* *Wastewater*
80	29.28 - Police: 1.0 FTE - Emergency Services Dispatcher Offer Type: Enhancement	0	0	0	0	0
	Funded Offers	**162,023,832**	**8,589,278**	**104,785,405**	**42,600,005**	**6,049,144**
46	5.29 - Utilities: Stormwater - 1.0 FTE Civil Engineer II Master Planning and Floodplain Administration Offer Type: Enhancement	92,073	0	0	92,073 *Stormwater*	0

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
47	5.33 - Utilities: Water - 1.0 FTE Technician II, Maintenance Offer Type: Enhancement	68,448	0	0	68,448 *Water*	0
53	29.12 - Police: 2.0 FTE Patrol Officers Offer Type: Enhancement	228,644	0	228,644	0	0
55	64.5 - Parks: 2.0 FTE – Ranger Offer Type: Enhancement	178,209	0	168,184	10,025 *Equipment*	0
56	29.22 - Police: 1.0 FTE Detective for Overdose Offer Type: Enhancement	146,680	0	146,680	0	0
57	5.26 - Utilities: Stormwater - Laporte Avenue Storm Sewer at Arthur Ditch Offer Type: Capital Project	800,000	0	0	800,000 *Stormwater*	0
62	39.2 - West Nile Virus Enhancement Offer Type: Enhancement	42,120	42,120 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
63	29.23 - Police Drones Offer Type: Asset Management-Enhanced	70,000	0	0	0	70,000 *General Fund*
64	5.31 - Utilities: Halligan Water Supply Project - Next phases of design to 60%, permitting, and mitigation Offer Type: Capital Project	7,000,000	0	0	0	7,000,000 *Water*
65	5.39 - Utilities: Stormwater - 1.0 FTE Maintenance Operator Offer Type: Enhancement	74,001	0	0	74,001 *Stormwater*	0
66	29.16 - Police: 2.0 FTE Community Services Officers Offer Type: Enhancement	124,298	0	124,298	0	0

SAFE COMMUNITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
69	5.36 - Utilities: Water - 1.0 FTE Maintenance Operator Offer Type: Enhancement	74,001	0	0	74,001 *Water*	0
71	5.40 - Utilities: Water/Wastewater - 1.0 FTE Civil Engineer II Master Planning Offer Type: Enhancement	72,838	0	0	72,838 *Water* *Wastewater*	0
72	51.2 - EPS: 1.0 FTE Security Systems Technician Offer Type: Enhancement	109,202	0	109,202	0	0
	Unfunded Offers	**9,080,514**	**42,120**	**777,008**	**1,191,386**	**7,070,000**
	Total Offers	**171,104,346**	**8,631,398**	**105,562,413**	**43,791,391**	**13,119,144**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.1 - Utilities: Stormwater Engineering Offer Type: Ongoing	1,719,818	0	0	1,719,818 *Stormwater*	0
Not Ranked	5.2 - Utilities: Water Engineering Offer Type: Ongoing	779,078	0	0	779,078 *Water*	0
Not Ranked	5.3 - Utilities: Water - Distribution System Replacement Offer Type: Asset Management-Ongoing	1,000,000	0	0	1,000,000 *Water*	0
Not Ranked	5.4 - Utilities: Stormwater - Master Plan Updates Offer Type: Ongoing	300,000	0	0	300,000 *Stormwater*	0
Not Ranked	5.5 - Utilities: Water Treatment Operations Offer Type: Ongoing	6,194,048	0	0	6,194,048 *Water*	0
Not Ranked	5.6 - Utilities: Water - Minor Capital Offer Type: Asset Management-Ongoing	1,515,978	0	0	1,515,978 *Water*	0
Not Ranked	5.7 - Utilities: Water - Water Resources Offer Type: Ongoing	3,648,376	0	49,261	3,599,115 *Neighborhood Parkland* *Natural Areas* *Water*	0
Not Ranked	5.8 - Utilities: Stormwater - Developer Repayments Offer Type: Ongoing	620,000	0	0	620,000 *Stormwater*	0
Not Ranked	5.9 - Utilities: Stormwater - Operations and Maintenance Offer Type: Ongoing	2,834,433	0	0	2,834,433 *Stormwater*	0
Not Ranked	5.10 - Utilities: Stormwater - Minor Capital Offer Type: Asset Management-Ongoing	100,000	0	0	100,000 *Stormwater*	0
Not Ranked	5.11 - Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program Offer Type: Asset Management-Ongoing	1,000,000	0	0	1,000,000 *Water*	0

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.12 - Utilities: Water - Water Supervisory Control and Data Acquisition (SCADA) operational technology asset (PLC) replacement program Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Water*	0
Not Ranked	5.13 - Utilities: Water - Transmission and Distribution Offer Type: Ongoing	3,994,975	0	0	3,994,975 *Water*	0
Not Ranked	5.14 - Utilities: Water - Meters Operation and Maintenance Offer Type: Ongoing	920,017	0	0	920,017 *Water*	0
Not Ranked	5.15 - Utilities: Water - Distribution Small Capital Projects Offer Type: Asset Management-Ongoing	2,150,000	0	0	2,150,000 *Water*	0
Not Ranked	5.16 - Utilities: Water Meter Capital Offer Type: Asset Management-Ongoing	350,000	0	0	350,000 *Water*	0
Not Ranked	5.17 - Utilities: Stormwater - Collection System Small Projects Offer Type: Asset Management-Ongoing	2,750,000	0	0	2,750,000 *Stormwater*	0
Not Ranked	5.18 - Utilities: Stormwater - Cured in Place Pipe Lining Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Stormwater*	0
Not Ranked	5.19 - Utilities: Water Quality Services - Water Quality Lab (WQL) and Watershed Program Offer Type: Ongoing	1,873,480	0	0	1,873,480 *Water*	0
Not Ranked	5.20 - Utilities: Water Quality Services - Source Watershed Protection Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 *Water*	0
Not Ranked	5.21 - Utilities: Water - Galvanized Service Replacement Offer Type: Asset Management-Ongoing	0	0	0	0 *Water*	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.22 - Utilities: Water - Cathodic Protection Program Offer Type: Asset Management-Ongoing	700,000	0	0	700,000 *Water*	0
Not Ranked	5.23 - Utilities: Stormwater - Land Acquisition Offer Type: Asset Management-Ongoing	300,000	0	0	300,000 *Stormwater*	0
Not Ranked	10.1 - IT Risk Management - Cybersecurity Offer Type: Ongoing	621,568	0	447,178	174,390 *Data & Communications*	0
Not Ranked	10.2 - IT Risk Management - Information Security Posture Offer Type: Ongoing	310,000	0	195,951	114,049 *Data & Communications*	0
Not Ranked	29.1 - Police Office of the Chief and Administration Offer Type: Ongoing	6,452,859	0	6,452,859	0	0
Not Ranked	29.2 - Police Patrol Services Offer Type: Ongoing	21,051,080	0	21,051,080	0	0
Not Ranked	29.3 - Police Special Operations Division Offer Type: Ongoing	11,833,339	2,964,337 *Camera Radar* *PSD Revenue for SRO* *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue* *Traffic Calming Surcharge*	8,815,606	0	53,396 *General Fund*
Not Ranked	29.4 - Police Criminal Investigations Division Offer Type: Ongoing	10,162,688	0	10,162,688	0	0
Not Ranked	29.5 - Police Information Services Offer Type: Ongoing	9,183,864	860,441 *Ambulance Contract*	8,323,423	0	0
Not Ranked	29.6 - Police Vehicle Program Offer Type: Ongoing	2,967,706	0	2,967,706	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	29.7 - Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) Offer Type: Ongoing	58,224	0	0	0	58,224 *General Fund*
Not Ranked	29.8 - Police Photo Red Light & Photo Radar Program Offer Type: Ongoing	1,530,774	1,530,774 *Camera Radar*	0	0	0
Not Ranked	29.9 - Police: Colorado Regional Information Sharing Project [CRISP] Offer Type: Ongoing	1,242,878	843,375 *CAD System*	399,503	0	0
Not Ranked	39.1 - West Nile Virus Program Management Offer Type: Ongoing	401,098	401,098 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
Not Ranked	50.1 - Municipal Prosecution Offer Type: Ongoing	694,547	0	694,547	0	0
Not Ranked	51.1 - Emergency Preparedness & Security Office - Administration, Operations, and Special Events Offer Type: Ongoing	1,203,577	209,715 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	816,283	177,579 *Light & Power* *Water* *Wastewater* *Stormwater*	0
Not Ranked	62.1 - Municipal Court Services: General and Camera Radar/Red Light Caseload Offer Type: Ongoing	1,992,378	88,531 *Camera Radar*	1,903,847	0	0
Not Ranked	62.2 - Municipal Court Services: Specialized Services Offer Type: Ongoing	443,488	63,000 *Opioid Settlement (Muni Ct)*	352,435	0	28,053 *General Fund*
Not Ranked	64.1 - Park Ranger Program Offer Type: Ongoing	402,948	0	402,948	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	64.2 - Encampment Cleaning and Prevention Offer Type: Ongoing	183,859	0	143,859	40,000 *Stormwater*	0
Not Ranked	64.3 - Natural Areas Rangers and Visitor Services Offer Type: Ongoing	1,059,412	0	0	1,059,412 *Natural Areas*	0
Not Ranked	70.1 - Poudre Fire Operation, Maintenance & Capital (General Fund) Offer Type: Ongoing	42,070,635	0	42,070,635	0	0
Not Ranked	29.21 - Police, Muni Ct, City Attorney, PDT: Traffic Safety Initiative (Vision Zero) Offer Type: Ongoing	1,609,092	1,609,092	0 *Camera Radar*	0	0
45	5.32 - Utilities: Water - College Avenue Water Main replacement Offer Type: Asset Management-Enhanced	2,527,000	0	0	2,527,000 *Water*	0 *Water*
48	5.34 - Utilities: Utility Network Implementation Offer Type: Enhancement	450,000	0	0	300,000 *Water* *Wastewater* *Stormwater*	150,000 *Wastewater*
49	62.6 - Municipal Court: Redeploy Security 2.0 FTE Offer Type: Redeploy	0	0	0	0	0
50	10.4 - IT Infrastructure - Network Firewall Protection Lifecycle Replacement Offer Type: 1-Time Enhancement	182,060	0	0 *Data & Communications*	70,621	111,439 *General Fund*
51	5.37 - Utilities: Water - Water Supply Acquisitions Offer Type: Asset Management-Enhanced	1,500,000	0	0	1,500,000 *Water*	0
52	5.30 - Utilities: Water - Inflationary Increases to Ongoing Offers Offer Type: Enhancement	673,694	0	0	673,694 *Water*	0

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
54	29.20 - Police Colorado Regional Information Sharing Project [CRISP] - REHOST Offer Type: Asset Management-Enhanced	0	0	0	0	0
58	5.35 - Utilities: Stormwater Inflationary Factors Offer Type: Enhancement	120,500	0	0	120,500 *Stormwater*	0
59	64.4 - Natural Areas: 1.0 FTE Ranger Offer Type: Enhancement	83,607	0	0	83,607 *Natural Areas*	0
60	5.25 - Utilities: Stormwater - Tandem Dump Truck Offer Type: Asset Management-Enhanced	350,000	0	0	350,000 *Stormwater*	0
61	5.28 - Utilities: Stormwater - 1.0 FTE Senior Inspector Offer Type: Enhancement	96,234	0	0	96,234 *Water* *Wastewater* *Stormwater*	0
67	29.24 - Police: Axon Bundle Offer Type: Enhancement	275,000	0	0	0	275,000 *General Fund*
68	62.4 - Municipal Court: Judicial Services Offer Type: Enhancement	36,129	0	0	0	36,129 *General Fund*
70	50.2 - City Attorney's Office: 1.0 FTE Police Advisor Offer Type: Enhancement	189,464	0	189,464	0	0
73	10.3 - IT: Cybersecurity Enhancement: Virtual CISO and Endpoint Management Modernization Offer Type: Enhancement	250,000	0	0	48,050 *Light & Power* *Broadband*	201,950 *General Fund* *Transportation* *Water* *Wastewater* *Stormwater*

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
74	5.24 - Utilities: Stormwater - Fossil Creek Stream Rehab Trilby to Lemay Offer Type: Capital Project	5,000,000	0	0	0 *Stormwater*	5,000,000 *Stormwater*
75	62.5 - Municipal Court: RTC Program and Competency Evaluations - formerly ARPA funded Offer Type: Enhancement	38,571	0	0 *Camera Radar*	0	38,571 *General Fund*
76	51.3 - EPS: 1.0 FTE Preparedness/Security Specialist - Utilities Focused Offer Type: Enhancement	99,759	0	24,406	75,353 *Utility CS&A*	0
77	5.38 - Utilities: Combined One Water Laboratory - Site Acquisition and Design Offer Type: Capital Project	0	0	0	0	0 *Water* *Wastewater*
78	29.26 - Police: 7.0 FTE - HOPE, Records, Sr Technician and Victim Advocate Offer Type: Enhancement	921,590	579,959	341,631 *Camera Radar*	0	0
79	29.27 - Police Vehicle (Mobile) Radios & Utilities CS&A 800 MHz Radios (combined offer) Offer Type: Asset Management-Enhanced	1,026,380	0	0	389,520 *Light & Power* *Water* *Stormwater*	636,860 *General Fund* *Wastewater*
80	29.28 - Police: 1.0 FTE - Emergency Services Dispatcher Offer Type: Enhancement	0	0	0	0	0
	Funded Offers	**162,646,205**	**9,150,322**	**105,805,310**	**41,100,951**	**6,589,622**
46	5.29 - Utilities: Stormwater - 1.0 FTE Civil Engineer II Master Planning and Floodplain Administration Offer Type: Enhancement	122,210	0	0	122,210 *Stormwater*	0

SAFE COMMUNITY - 2026

Rank	Offer # & Name	Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
47	5.33 - Utilities: Water - 1.0 FTE Technician II, Maintenance Offer Type: Enhancement	85,503	0	0	85,503 *Water*	0
53	29.12 - Police: 2.0 FTE Patrol Officers Offer Type: Enhancement	318,930	0	318,930	0	0
55	64.5 - Parks: 2.0 FTE – Ranger Offer Type: Enhancement	231,739	0	211,690	20,049 *Equipment*	0
56	29.22 - Police: 1.0 FTE Detective for Overdose Offer Type: Enhancement	141,141	0	141,141	0	0
57	5.26 - Utilities: Stormwater - Laporte Avenue Storm Sewer at Arthur Ditch Offer Type: Capital Project	0	0	0	0 *Stormwater*	0
62	39.2 - West Nile Virus Enhancement Offer Type: Enhancement	43,173	43,173 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
63	29.23 - Police Drones Offer Type: Asset Management-Enhanced	70,000	0	0	0	70,000 *General Fund*
64	5.31 - Utilities: Halligan Water Supply Project - Next phases of design to 60%, permitting, and mitigation Offer Type: Capital Project	0	0	0	0	0 *Water*
65	5.39 - Utilities: Stormwater - 1.0 FTE Maintenance Operator Offer Type: Enhancement	80,095	0	0	80,095 *Stormwater*	0
66	29.16 - Police: 2.0 FTE Community Services Officers Offer Type: Enhancement	267,817	0	267,817	0	0

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Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
69	5.36 - Utilities: Water - 1.0 FTE Maintenance Operator Offer Type: Enhancement	80,295	0	0	80,295 *Water*	0
71	5.40 - Utilities: Water/Wastewater - 1.0 FTE Civil Engineer II Master Planning Offer Type: Enhancement	122,212	0	0	122,212 *Water* *Wastewater*	0
72	51.2 - EPS: 1.0 FTE Security Systems Technician Offer Type: Enhancement	78,292	0	78,292	0	0
	Unfunded Offers	**1,641,407**	**43,173**	**1,017,870**	**510,364**	**70,000**
	Total Offers	**164,287,612**	**9,193,495**	**106,823,180**	**41,611,315**	**6,659,622**

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5.1 Utilities: Stormwater Engineering - *Offer Type: Ongoing* - Funded

2025 - $1,673,958

2026 - $1,719,818

There are currently 13 staff positions in the Stormwater Engineering and Development Review (SEDR) Division and 2 FTE staff positions in the Water Systems Engineering Division that support the following services:

- Master Planning Staff guide Stormwater infrastructure for new development and identify cost effective flood mitigation and control, stream restoration, and Best Management Practice (BMP) projects that mitigate flooding risks and enhance water quality.
- Floodplain Management Staff provide assistance, support and regulatory oversight for proposed construction in the FEMA and City-designated floodplains and promote flood awareness through education.
- Flood Warning Staff manage a system of rainfall and stream gauges that provide real time data to assist stormwater and emergency response personnel during flood events.
- Staff with Stormwater Quality program responsibilities provide technical assistance and support along with testing and monitoring specific BMP improvements to enhance stormwater quality and reduce the impacts of runoff from existing and new development on City streams, creeks and the Cache la Poudre River.
- Development Review Staff work with new development and building permit proposals to ensure the City's stormwater criteria and construction standards are met.
- Project Management Staff manage the design and construction of projects identified in the master plans and incorporated in the Stormwater Capital Improvement Program. These projects improve life safety, reduce property damage and improve stormwater quality.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.2 Utilities: Water Engineering - *Offer Type: Ongoing* - Funded

2025 - $759,515

2026 - $779,078

This offer will fund Water Engineering services for the City's Water Utility.

Water Engineering services include Development Review and Project Management for the Water Utility Capital Improvement Program. These services support the overall purpose of the Water Utility to provide safe, reliable drinking water to customers. This offer includes key program components as described below:

Development Review works with new development and building permit proposals to ensure the City's design standards for the water distribution system are met. Development Review also oversees the Water construction inspectors and coordinates design and construction of new distribution systems with the Water Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management services manages the design and construction of all projects identified in the Water Distribution and Water Treatment master plans and incorporated into the Water Utility Capital Improvement Program.

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This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.3 Utilities: Water - Distribution System Replacement - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $2,500,000

2026 - $1,000,000

This offer will fund design and construction for priority waterlines identified for replacement or rehabilitation.

This offer will implement strategies to cost effectively maximize improvements to levels of service for the water distribution system such as quality, reliability, resiliency and safety. The Water Distribution Master Plan identified high priority portions of the system for replacement or rehabilitation based on the system age, main break history and fire flow capacity. The program will replace or rehabilitate aging water distribution infrastructure with new infrastructure that meets current standards. The program will focus on waterlines generally in the Downtown and City Park areas where Utilities records indicate the water system was installed in the early 1900s.

The Waterline Replacement Program will improve levels of service for quality, reliability, resilience and safety. If aging waterlines are not replaced, the water system will continue to see an increase in main breaks and water quality incidents, and a decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.4 Utilities: Stormwater - Master Plan Updates - *Offer Type: Ongoing* - Funded

2025 - $200,000

2026 - $300,000

Utilities Stormwater Engineering staff, supported by external consultants, will complete important updates to portions of six priority Stormwater Basin master plans over the 2025 2026 planning period. The process of updating these plans includes conducting detailed modeling of the hydrology (how much water) and hydraulics (where does the water go) and flood hazard area mapping. Staff will also be incorporating remote sensing data (Light Detection and Ranging, or LiDAR), which will improve the topographical information, thus providing overall more accurate modeling results.

The Stormwater Basin master plan updates will ultimately help the City delineate the 100-Year floodplain and floodway boundaries, which inform where development can safely occur. It is also critical for the Stormwater Utility to maintain updated master plans so that necessary infrastructure improvements can be efficiently designed, funded and constructed. The identified projects and improvements are essential for protecting public safety as well as private and public infrastructure during flood events.

Master plans also identify where opportunities exist to construct low impact development and stormwater quality features, which reduce pollutants from stormwater prior to being discharged into to the Poudre River or other receiving water bodies. Information from these plans supports more accurate conceptual cost estimation for identified projects, which are then able to be prioritized for consideration in the Water Utilities Capital Improvement Plan. These studies utilize multi objective approaches that consider flooding risk, stormwater quality, stream rehabilitation, natural areas, trails, recreation and parks.

Proposed updates for 2025 and 2026 include:

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2025 Dry Creek (Selected Plan), Spring Creek (Hydrology Ph 2, Hydraulics), Boxelder/Cooper Slough (LiDAR)
2026 Fossil Creek (Hydrology), Spring Creek (Selected Plan), McClellands (Selected Plan)

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.5 Utilities: Water Treatment Operations - *Offer Type: Ongoing* - Funded

2025 - $6,074,675

2026 - $6,194,048

This offer funds the operations, maintenance and management of the City's Water Treatment Operations (WTO) within the Water Production Division (WPD). The mission of the Water Production Division is "to produce an ample quantity of safe, affordable, and aesthetically pleasing drinking water for the customers of Fort Collins Utilities." WTO provides a life-essential service that advances the health, safety and prosperity of the community. These operations include Water Treatment (WT) Administration, Source of Supply (SOS), WT Ops & Maintenance, Upper Poudre Intake, High Service Pump Station, and Instrument Control O&M.

Specifically, this offer funds the SOS system to collect and transport raw river and reservoir water to the Water Treatment Facility from the Michigan Ditch and Joe Wright Reservoir; the treatment, pumping and storage of drinking water; and the instruments and controls to monitor and run the facility.

Previous offers also included funding for the Watershed team, which monitors and protects the health of the City's watersheds, including those that provide raw water for the drinking water system. However, this team was moved into the Water Quality Services Division and funding for that team will be included in the ongoing offer for that division.

In 2023, 7.6 billion gallons of water were treated with a 100% compliance rate, meeting and exceeding all state and federal requirements for safe drinking water. This offer funds the personnel, equipment, materials and services required to meet the water needs of the community while ensuring a reliable water supply for future generations.

The Water Treatment Facility is a very high performing team and has been recognized with multiple awards, including the President's Award in the Partnership for Safe Water, Gold Level Membership in the Colorado Green Business Network. The facility is currently the only team in the organization to maintain ISO 14001 certification.

This Offer supports the following Strategic Objectives:

- NCV - 24/7/365 Operational Excellence
- SAFE - 24/7/365 Operational Excellence
- ENV - 24/7/365 Operational Excellence

5.6 Utilities: Water - Minor Capital - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,361,950

2026 - $1,515,978

This offer funds the purchase or replacement of minor capital water enterprise assets. Minor capital is used for small projects that involve replacement or improvement to current assets, the purchase and/or replacement of fleet vehicles, computer hardware purchases, and minor building and office improvements.

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Minor capital projects and expenditures anticipated for the 2025 and 2026 budget cycle include but are not limited to:

Water Production Division:
- Treatment filter media replacement
- Raw water pipeline repairs
- Minor building improvements and renovations
- Repairs and improvements to building and tank appurtenances including sidewalks and stairs
- Replacing aging vehicle stock and equipment
- Replacing process optimization instruments
- Replacing aging laboratory instruments

Water Quality Services: Building repairs, purchasing small lab instruments, and replacing the Watershed vehicle.

Supervisory Control Systems: Replacing hardware, software and equipment for SCADA asset management and process monitoring.

Water Transmission & Distribution: Replacement or upkeep of vehicles and equipment in accordance with guidelines from Fleet Services.

Water Resources: Purchasing water rights and other related expenses.

In addition, all divisions will incur expenses related to minor building and office repairs and improvements, as well as vehicle replacement as indicated by the Fleet Services vehicle replacement schedule, which considers age, mileage, repair costs and purchase cost to determine replacement.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.7 Utilities: Water - Water Resources - *Offer Type: Ongoing* - Funded

2025 - $3,555,840

2026 - $3,648,376

Funding this offer will support the general budget of the Water Resources Division (WRD), which manages the City's water supplies to provide safe and reliable water, plan for future water needs and protect water rights. This offer also funds the Rigden Reservoir Operations and Maintenance budget, which is a key facility for managing the City's water supplies.

The Water Resources Division provides the following services:
- Management, planning and stewardship of the City's raw water rights and supply system, which has an estimated value of over $3 billion
- Manages the Water Utility's water supplies and provides detailed water accounting to the State of Colorado
- Manages operations at Rigden Reservoir
- Pays raw water assessments from entities that provide water supplies to the Utilities
- Administers surplus water rentals in many years

SAFE COMMUNITY

- Plans for future water supplies, facilities and operations to ensure a reliable and resilient water supply for current and future Water Utility customers
- Plans for impacts of climate change to the City's water supplies
- Maintains detailed modeling and analyses that support long term planning efforts
- Supports the acquisition of additional storage capacity through the Halligan Water Supply Project
- Develops water supply requirements that ensure adequate water supplies for new development
- Implements the Council-approved Water Supply & Demand Management Policy

The Water Resources Division works closely with the Utilities Water Conservation Department to promote appropriate water use by customers, and with the Parks and Natural Areas departments to help manage water rights for their land and facilities, as well as aid in protecting the health of the Poudre River.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.8 Utilities: Stormwater - Developer Repayments - *Offer Type: Ongoing* - Funded

2025 - $900,000

2026 - $620,000

Funding this offer will reimburse development projects that have paid for the design and construction of specific regional stormwater improvements required by the City's approved master drainage basin plans that are not fully attributable to the respective development. These improvements are typically flood control or management projects, stream rehabilitation projects, stormwater detention facilities, storm sewers and conveyance systems, and/or stormwater quality best management practices (BMP) projects.

Pending stormwater reimbursements include: Enclave at Redwood, Bloom Filing 1, Fort Collins Rescue Mission and Polestar Development. Some of these have extensive public infrastructure that the development must build to address stormwater needs. There is currently funding in the amount of $948,000 in this project account. Additional funding in the amounts of $900,000 in 2025 and $620,000 in 2026 are needed to reimburse for City required stormwater improvements. These amounts are based on recent preliminary level cost estimates. Stormwater Development Review staff have coordinated efforts with developers to address both public and private participation in upgrading the stormwater drainage collection system in these areas.

If funding is not available, this impacts the pace and location of development within the city.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.9 Utilities: Stormwater - Operations and Maintenance - *Offer Type: Ongoing* - Funded

2025 - $2,744,202

2026 - $2,834,433

This offer will fund the Stormwater Fund operations core services, including stormwater maintenance operations, such as cleaning, televising, mowing, debris removal, emergency response, point of repair and maintenance of irrigation ditch trash racks. Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability and efficiency of the system through repairing and rehabilitating existing stormwater infrastructure. Stormwater Maintenance operates and maintains 184 miles of storm drain pipes, 115 detention ponds (597 acres), 69 regional channels, 8,400 inlets and 4,500 manholes.

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This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.10 Utilities: Stormwater - Minor Capital - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $970,000

2026 - $100,000

This offer will fund the purchase or replacement of minor capital stormwater enterprise related assets. A large majority of the Minor Capital expenditure is for fleet replacement. Fleet Services uses an asset management program that takes into consideration age, mileage, repair costs and purchase cost to determine when best to replace a vehicle. Each vehicle is also reviewed for how it is used and whether the business need has evolved over time. This allows the department to right size the vehicle for its most efficient and effective use into the future. The Stormwater Fleet system supports maintenance and construction crews in maintaining and renewing the stormwater system.

The vehicles and equipment identified for 2025 and 2026 are:

- Replacement of CCTV pipe inspection equipment
- Replacement of existing tandem dump truck
- Replacement of light duty pick-up
- Replacement of Flood Warning System maintenance truck

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.11 Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $100,000

2026 - $1,000,000

This offer funds the Capital Replacement program for the Fort Collins Water Treatment Facility and Water Quality Lab, at several treated water storage tanks and pump stations, and in the Source of Supply (SOS) system that includes the Michigan Ditch, Joe Wright Reservoir and the Cache la Poudre River Intake Facility. Capital replacement includes the major maintenance and replacement of aging infrastructure. As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to water customers. In 2023, the facility treated more than 7.6 billion gallons of water while meeting and outperforming 100% of all state and federal requirements for safe drinking water. The ongoing replacement of critical infrastructure and analytical instrumentation is essential for continuing to meet all state and federal drinking water regulations and to provide the high quality of water expected by customers. Replacement projects are systematically identified through master planning and maintenance management programs (Maximo) and are included in the Utilities Capital Improvement Planning and prioritization process. Capital Improvement priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance and efficiency. Performance targets for established levels of service and assessing the condition of assets drive the priorities of the capital replacement program and the projects outlined in this offer.

Planned replacement projects include, but are not limited to:

- Replacing outdated filter underdrain caps

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- Replacing aging, leaking valves; old water pipelines; old tanks and pumps
- Replacing electrical components such as Motor Control Centers (MCCs), switches and Programmable Logic Controllers (PLCs)
- Replacing aging instruments
- Replacing building components such as roofs
- Coating walls
- Replacing aging process

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- NCV - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.12 Utilities: Water - Water Supervisory Control and Data Acquisition (SCADA) operational technology asset (PLC) replacement program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $200,000

2026 - $200,000

This offer funds the Capital Replacement program for the Water Production Division's (WPD) replacement program for Supervisory Control and Data Acquisition (SCADA) operational technology assets. The capital replacement program is focused on replacements of assets used in the process control system for the WPD. Replacing aging infrastructure in the operational technology environment is critical to the effectiveness of the treatment process. Along with the need for effective treatment, the replacement of this infrastructure is driven by the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), Water Information Sharing and Analysis Center (ISAC), and many other nonprofits or government agencies. As today's threat landscape continues to evolve, it is of the utmost importance to have a system that is current. Replacement of assets not only helps hedge against cyber vulnerabilities, but also provides a more versatile system that allows optimization of business operations.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.13 Utilities: Water - Transmission and Distribution - *Offer Type: Ongoing* - Funded

2025 - $3,873,972

2026 - $3,994,975

This offer will fund all Water Transmission and Distribution services, including the management, operations and maintenance of the following services:

Water Transmission & Distribution: Operates and maintains water mains, valves, hydrants, taps and water services for the City and Utilities customers. Responds to 24/7 customer service calls, leaks, breaks and other repairs needed in the system. Implements and manages the Cross Connection Backflow Prevention Program as required by the Colorado Department of Public Health & Environment.

This offer funds in part the Utilities ongoing Computerized Maintenance Management System (CMMS), which provides work order management, planner scheduler staff, map revisions and inventories to provide accurate, mobile and relevant data to increase safety, effectiveness and efficiency when performing maintenance.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

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5.14 Utilities: Water - Meters Operation and Maintenance - *Offer Type: Ongoing* - Funded

2025 - $868,736

2026 - $920,017

This offer funds all Water Metering services, including the management, operations and maintenance of the following services:

Water Metering: ensures that customers receive accurate, efficient and reliable metered water service and supports and provides an accountability service cost-recovery method for the Water Utilities. Proactively maintains and replaces water meters and modules through a strategic asset management process.

Computerized Maintenance Management System (CMMS): Water Utilities CMMS is in part funded by Water Meters Operations and Maintenance and provides work order management, planner scheduler staff, map revisions and inventories to provide accurate and relevant data to increase safety and efficiency when performing maintenance and responding to customer service calls.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.15 Utilities: Water - Distribution Small Capital Projects - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $2,150,000

2026 - $2,150,000

This offer will fund design and construction of smaller high priority water main replacement projects. This offer allows the utility to adapt as conditions and priorities change by performing these projects using in-house resources. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The City faces the challenge of replacing this aging infrastructure in a timely and cost-effective manner that maintains a safe, reliable water service for the community. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The following areas are planned for replacement with this offer. These areas have high main break rates indicating very poor pipe condition and are predictive of an accelerated failure of pipe. In-house construction crews can replace approximately 1.5 miles of pipe a year:

- 4000 Stoney Creek Drive
- 3300 Pepperwood Ln
- 3200 Wedge Wood Ct
- 800 Shore Pine Ct
- 1700 Eastbrook Ct
- 800 Winchester Dr
- 600 Powderhorn Dr
- 1600 Sand Creek Dr
- 1000 Timber Ln
- 1200 Constitution Ave
- 2900 Harvard St

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- 2900 Querida St

Changes in condition and other factors may change the priority over time. Utilities must be agile and adapt as necessary, which may change these projects over time.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

5.16 Utilities: Water Meter Capital - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $350,000

2026 - $350,000

Funding this offer will provide ongoing replacements of water metering infrastructure – both meters and communication modules – as the system ages or problems are identified. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan. Meters are a very important part of the Water Utility Infrastructure. Water meters have been required for commercial and multi-family water customers for over 60 years and for single family residential customers since 1990. The Utility has more than 34,000 meters in the distribution system. Under typical conditions, meters must be repaired or replaced approximately every 15 years. Inaccurate water meters result in lost revenue and customer confidence. As meters wear out the Metering Division replaces them and rebuilds the old meter for future use.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

5.17 Utilities: Stormwater - Collection System Small Projects - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $2,750,000

2026 - $2,750,000

This offer will fund, design and construction of smaller, high priority stormwater improvement projects. This offer allows the utility to adapt as conditions and priorities change by performing these projects using in-house resources. Each year, the Stormwater Utility designs and constructs storm sewer lines and infrastructure replacement projects to correct deficiencies in the system, upgrade facilities, expand capacity and rehabilitate underserved areas. The design and construction of these projects are done with in-house staff and construction crews, which allows for schedule flexibility, construction efficiencies and reduced design and construction costs. The Small Capital Projects are coordinated with other City departments to capitalize on opportunities for collaborative projects. An example of an opportunity project is replacing old or broken storm pipe before the Streets department paves the road to eliminate the risk of cutting new asphalt to repair the pipe later. Another example would be making repairs to streams or riverbanks ahead of Parks and Natural Areas trail projects.

Replacing these facilities brings them up to current standards, lowers long-term maintenance needs, and protects habitat and property. As part of its Asset Management Program, Utilities determines its Small Capital Project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety.

This offer will target areas with frequent flooding and aging pipe with high maintenance costs along with opportunities to coordinate with Engineering and Street Maintenance Programs:

- Skyline Rd

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- Linden Channel
- Locust St
- Parkwood Lake Outfall
- Riverbend Ponds
- Oak Street Laterals
- Laporte Ave at Arthur Ditch
- Dry Creek Channel
- Danfield

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

5.18 Utilities: Stormwater - Cured in Place Pipe Lining - *Offer Type: Asset Management-Ongoing* - Funded **2025 - $200,000** **2026 - $200,000**

Funding this offer will improve the integrity of several thousand lineal feet of stormwater mains by installing Cured In Place Pipe (CIPP) lining. Portions of the stormwater collection system are at or approaching the end of their useful life. The deterioration of the pipes causes blockages and failures and infiltration of ground water into the collection system resulting in soil and subgrade movement that can cause sinkholes and structural failures. Blockages and structural failures in the stormwater collection system can also result in localized and regional flooding. Lining a stormwater main can extend its useful life by nearly 50 years at a fraction of the cost of full pipe replacement requiring open excavation. This method is preferred in areas of poor access or where major construction would cause severe impacts to traffic or customers. CIPP lining is considered a trenchless rehabilitation method as it does not require excavating in the street. CIPP is a jointless, seamless pipe-within-a-pipe to rehabilitate pipes. A resin saturated felt tube made of polyester, fiberglass cloth and several other materials suitable for resin impregnation is inverted or pulled into a damaged pipe.

It is usually done from the upstream access manhole. Lateral connections are also restored without excavation in the manhole or via a remote-controlled device that drills a hole in the liner at the point of the lateral connection. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

5.19 Utilities: Water Quality Services - Water Quality Lab (WQL) and Watershed Program - *Offer Type: Ongoing* - Funded **2025 - $1,824,738** **2026 - $1,873,480**

This offer funds the operation of the Utilities' Water Quality Laboratory (WQL), which plays a key role in ensuring that Fort Collins' drinking water is safe and high quality from the time it leaves the treatment facility to when it reaches a customer's home or business. The WQL is certified by the State of Colorado for the analysis of drinking water, which enables the lab to conduct the sampling, testing and reporting for the Water Treatment Facility, as required under Colorado's Safe Drinking Water regulations.

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The WQL also supports other City departments, customers and the community with a wide range of water quality sampling and testing services, including:
- Weekly analysis of raw water supplies in Horsetooth Reservoir and the Poudre River
- Weekly sampling across 38 sites in the City's drinking water system to ensure consistent quality
- Annual Lead and Copper testing program
- Providing high quality data for water supply planning, spill response and wildfire effects monitoring
- Testing and information for customers who have water quality questions or concerns
- Post installation testing of new water mains

Operation of the WQL also requires staff to maintain and operate many different types of sophisticated water quality testing instruments, manage a specialized database and oversee a laboratory Quality Assurance Program. These functions ensure proper handling of water quality samples and ensure high-quality data.

This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for safe drinking water, and to support treatment operations and water supply planning efforts in a safe and cost effective manner.

For the Watershed Program this offer will continue to fund work that helps protect the City's source water supplies (Upper Cache la Poudre and Horsetooth Reservoir). This work maintains the continuity of water supplies, reduces treatment costs and protects the health of the Poudre River.

This Offer supports the following Strategic Objectives:
- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents
- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats

5.20 Utilities: Water Quality Services - Source Watershed Protection - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $200,000
2026 - $200,000

This offer will continue to fund a variety of planning and projects that will help protect the City's source water supplies (the Upper Cache la Poudre Watershed and Horsetooth Reservoir). This offer will directly fund planning, implementation and material costs for existing and newly prioritized watershed protection projects. This work will help maintain the continuity of water supplies, reduce treatment costs and protect the health of the Poudre River. These watershed protection efforts utilize a regional collaborative One Water approach, resulting in cost share opportunities and a greater return on investment for the City. Collaborative partners include the Coalition for the Poudre River Watershed (CPRW), CO & US Forest Services, Larimer Conservation District, NoCo Fireshed Collaborative, and others.

Types of projects this funding would support:
- targeted hazard fuels reduction (tree thinning) to reduce risks from future wildfires
- post-fire restoration projects to improve water quality and river health
- stream channel stabilization reducing sediment erosion
- mitigation of other dispersed pollution threats
- development of regional collaborative source water protection plans

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Since 2017, Utilities has worked with CPRW and other partners to implement targeted wildfire mitigation projects, largely guided by the 2016 Poudre Watershed Resiliency Plan (PWRP), which identified 53,000 priority acres in need of treatments to protect values at risk. The PWRP is being revised following the Cameron Peak Fire and it is expected that priorities will change significantly. The City owns less than 1% of the watersheds that provide its drinking water supplies and must work collaboratively across private and public land ownership boundaries to manage and protect these areas and the quality water supplies they provide. By working with CPRW and other partners, the City can more effectively work across land management jurisdictions for broader impact.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.21 Utilities: Water - Galvanized Service Replacement - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,000,000

2026 - $0

This offer will continue to fund a critical, proactive public health initiative that ensures and maintains safe, high quality drinking water for water customers. This offer enables the continuation of the Safe Water Action Program (SWAP), which is an effort to accelerate the identification and replacement of any remaining aging galvanized water service lines, mostly found associated with older homes in the Downtown area, between the water main and the curb stop (Utilities owned portion). This work has been ongoing since 2021.

Utilities works tirelessly to deliver safe, reliable, high-quality water for its customers. Utilities actively replaces aging galvanized services as they are found through other distribution system work; these older services are more brittle and increasingly likely to leak or break. A galvanized service is an iron or steel pipe that has been coated with a protective layer of zinc to prevent corrosion and rust. These were mainly installed before 1960 and as such, Utilities does not always have reliable records of the material of every service line.

All services have a short pipe (18”-24”) called a “gooseneck” that connects the service line to the water main. Some of the galvanized services have a gooseneck made of lead, commonly used for its flexible properties. The presence of lead does not necessarily mean there are increased levels of lead in the drinking water. The long standing, highly effective corrosion control program helps ensure impurities like lead do not leach into the water. Utilities is committed to proactively accelerating the work to remove this potential source of risk. In addition to funding the replacement work, this offer funds continued communication efforts associated with SWAP.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.22 Utilities: Water - Cathodic Protection Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $700,000

2026 - $700,000

The program enhances the reliability, resilience and integrity of the water infrastructure. The current cathodic protection system needs to be monitored and maintained in order to prevent corrosion extending the useful life of the water transmission system.

The Water Utility has more than 91 miles of pipe within the transmission system, 18 miles of raw water pipe, and 12 miles of pipe within the Water Treatment Facility (WTF) fencing. Some of these water lines are potentially at risk of corrosion as they contain metal, i.e., ductile iron, steel, reinforced concrete pipe, and pre-tensioned concrete cylinder pipe. The Cathodic Protection (CP) Program monitors these metal-containing pipes and structures, and develops methods to

mitigate risk due to corrosion and cathodically protect them in order to maintain a high level of operational service to customers.

Anticipated projects and expenditures for the 2025 2026 budget cycle include, but are not limited to, field work to evaluate, assess and adjust rectifiers and test stations, and to investigate and determine the need to replace existing CP materials and equipment (e.g., galvanic anodes, impressed current anodes, test stations, isolation fittings and valves, etc.). This investigative field work will determine future CP needs and enhancements, as outlined in the master plan. These future projects include construction to replace depleted deep ground bed anodes; replace, relocate and renew existing CP monitoring test stations and galvanic anodes; and design and install new galvanic anode systems.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.23 Utilities: Stormwater - Land Acquisition - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $300,000

2026 - $300,000

Funding this offer will enable Stormwater to purchase land and acquire easements in order to construct, operate and maintain necessary stormwater infrastructure such as regional detention facilities, rehabilitated creeks and drainageways, major capital improvement projects, storm sewer systems and appurtenances, and regional water quality features.

Stormwater Master Planning has identified needed stormwater improvements throughout Fort Collins and maintains a list of prioritized projects with conceptual cost estimates. Funding is then requested through the BFO process to design and construct these projects. Many of these regional stormwater improvements will be at least partially located on undeveloped and developed parcels of land within the City limits. On occasion, these parcels may be considered for private development or redevelopment years before funding will be available to construct the identified stormwater improvements on the property. Funding this offer will enable Stormwater to acquire these parcels and reduce costly realignments.

There is currently a balance of $250,000 in this account. In the previous budget cycle, funding from this account in combination with funds from Natural Areas was used to acquire a property at 1900 W. Laporte Ave. The property will be developed into a multi-purpose area for flood mitigation, water quality, wildlife habitat enhancement and public trail access, in conjunction with the Puente Verde Natural Area and similar to Red Fox Meadows Natural Area/Detention Ponds.

Stormwater's share of the cost is $500,000 and $333,334 has been repaid to Natural Areas. The final amount of $166,666 will be paid in 2024. This leaves a balance of $83,334 in this account.

Funding in the amount of $300,000 in 2025 and $300,000 in 2026 will replenish this account so funding is available for similar land acquisition sites.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

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5.24 Utilities: Stormwater - Fossil Creek Stream Rehab Trilby to Lemay - *Offer Type: Capital Project* - Funded **2025 - $1,400,000** **2026 - $5,000,000**

Stream improvements will include stabilizing the creek beds and banks through a combination of bioengineered designs, earth moving, regrading and re vegetation. The project will address severe erosion and vertical banks that are a threat to private property, City owned property, stormwater conveyance and water quality as well as improve habitat with native vegetation. In 2012, City Council approved an update to the Stormwater Master Plan to incorporate environmentally focused projects such as stream rehabilitation. The Stream Rehabilitation and Enhancement Program (SREP) was then created. Projects were identified and analyzed using a Multi-Criteria Decision Analysis (MCDA) tool created to provide a flexible, rational and transparent means to rank and prioritize projects.

This project is the next priority for the stream rehabilitation program. The project is a consolidation of two reaches from the original 2012 stream health assessment. This Fossil Creek reach extends from the roadway bridge at Lemay Avenue to the roadway culvert at Trilby Road and includes Southridge Greens Golf Course and the Paragon Point neighborhood.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.25 Utilities: Stormwater - Tandem Dump Truck - *Offer Type: Asset Management-Enhanced* - Funded **2025 - $0** **2026 - $350,000**

The stormwater operations and maintenance division continues to grow as new developments are completed within the City limits. In order to meet level of service goals for this division it needs to grow in FTE count and equipment. Three new FTEs were added as Stormwater Operators in the 2023 BFO cycle and this offer will provide them with an additional tandem axle dump truck to improve their ability to serve the community. This truck will also be upfitted for snowplow equipment which provides an increase in resilience and redundancy for the Streets Department’s annual snow operations.

New vehicles will be procured and evaluated by Fleet Services and Purchasing to make sure it meets the needs of the Stormwater Division. Alternative fuels such as renewable natural gas will be prioritized to lower the vehicle’s impact toward climate action goals.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

5.26 Utilities: Stormwater - Laporte Avenue Storm Sewer at Arthur Ditch - *Offer Type: Capital Project* - Unfunded **2025 - $800,000** **2026 - $0**

The Laporte Avenue Storm Sewer project is part of the Downtown Stormwater Improvement Plan (DISP). The goals of the DSIP are to reduce flooding and improve water quality in the area. The Downtown area, including Laporte Avenue, was constructed before the establishment of stormwater design standards. As a results, many areas in Downtown are at risk for flooding and improvements to the stormwater system are needed.

While a portion of the Laporte Avenue Storm Sewer has been completed, the existing storm sewer crossing of the Arthur Ditch is undersized and does not provide adequate drainage downstream. This condition results in street flooding and an overflowing manhole within Laporte Avenue during heavy rainstorms.

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This project will install a new storm sewer under the Arthur Ditch with increased capacity to address street flooding. Along with the storm sewer pipe crossing, stormwater inlets and laterals will be added to the area for increased stormwater capture/collection and conveyance.

If this project is not funded, Laporte Avenue will continue to flood during heavy rainstorms.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.28 Utilities: Stormwater - 1.0 FTE Senior Inspector - *Offer Type: Enhancement* - Funded

2025 - $150,088

2026 - $96,234

Funding this offer will fund a 1.0 FTE Senior Construction Engineer to perform water, wastewater and stormwater infrastructure inspection for both Utility capital improvement projects and development related projects.

There are currently two Senior Construction Inspectors to cover utility inspection of new infrastructure within the City limits. This staff is already overloaded and cannot adequately provide backup and support for illnesses, vacations, staff meetings and other duties. An additional inspector is needed in order to provide a sufficient level of attention to ensure the quality of installation of buried assets.

Inspection at time of construction is the only opportunity staff have to observe and obtain visual records of installation locations and quality. Unlike other infrastructure assets, it is not possible to monitor the exterior conditions of the assets after they have been constructed. It is critical to have sufficient personnel to inspect these assets during the installation process. Without inspection services, construction may not adhere to Utility Standards and Specifications, which can shorten the life expectancy of the infrastructure and increase costs to ratepayers.

In addition, the installation of underground utilities such as fiber optic, gas lines, and internet providers is increasingly being completed by horizontal directional boring methods. If these installations are not conducted properly with sufficient oversight, they can damage existing water, wastewater and stormwater infrastructure without knowing about it until years later. This new position will also handle this increased workload as a preventative measure against unintended problems with horizontal directional boring installations by providing standby during drilling and coordinating with contractors.

This position will also be available during the design process to provide valuable input on construction details, phasing and specifications.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.29 Utilities: Stormwater - 1.0 FTE Civil Engineer II Master Planning and Floodplain Administration - *Offer Type: Enhancement* - Unfunded

2025 - $92,073

2026 - $122,210

This offer will fund a 1.0 FTE Stormwater Civil Engineer II position to provide master planning and floodplain management services. This position is needed to replace a Civil Engineer II that was repurposed to the Water Systems Engineering Division in 2020 to address critical staff shortages at that time for managing Water Capital Improvement project designs and construction. This created a staffing deficiency in Stormwater that delayed several key Master Plan Updates. As

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a result, Stormwater has not met performance metrics developed to ensure Master Plans and floodplains are up to date and meet best practice standards. This results in delays and impacts to developments and can result in financial and schedule impacts.

These Master Plan updates help ensure safe, reliable and resilient stormwater collection systems by identifying missing or aged and failing infrastructure. This position will be responsible for assuming floodplain administration duties and responsibilities for assigned Stormwater Drainage Basins.

This position will be one of four engineers responsible for updating stormwater master plans and floodplains, managing engineering consultants, performing complex hydrologic and hydraulic modeling, floodplain mapping, floodplain administration, calibration, scenario planning, capital improvement planning, and meeting performance metrics. This position also works extensively with Water Utilities Development Review staff to ensure private and public developments meet City, State and FEMA stormwater criteria and floodplain regulations.

The performance metric target is to update, revise and adopt 75% of our Master Plans within a six year timeframe. Updates and revisions may not require a complete overhaul of each Master Plan. They may range from select revisions to a tributary experiencing development to a basin wide hydrology and hydraulic update.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.30 Utilities: Water - Inflationary Increases to Ongoing Offers - *Offer Type: Enhancement* - Funded

2025 - $643,135

2026 - $673,694

This offer supports several ongoing operations within the Water Utility including Water Transmission & Distribution, Water Treatment Facility, Source of Supply, Water Meters, Water Quality, Water Engineering and Water Resources.

The Water Utility operates a water treatment facility that in 2023 produced 7.6 Billion gallons of water that had 100% compliance in meeting or exceeding state and federal drinking water regulations, and also maintained over 570 miles of water transmission and distribution mains and responded and fixed 94 water main breaks in 2023. Water Quality, Engineering and Source of Supply ensure that water is ample for the community's needs and meets the standards and regulations required for treatment and distribution. These core operational teams work in conjunction to meet or excel beyond regulatory requirements in order to protect public health and safety.

A significant rise in inflation has impacted operational costs required to maintain minimum levels of service in all areas of the Water Utility. This offer will fund operational costs including, but not limited to, rising electric and natural gas prices; increase in chemical costs critical to meet permit requirements; increase in asphalt patching and traffic control; fluctuations in fuel, oil and grease pricing; and other equipment, material and services needed to meet regulatory requirements and provide exemplary water treatment and distribution services to the City's Water Utility ratepayers.

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This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.31 Utilities: Halligan Water Supply Project - Next phases of design to 60%, permitting, and mitigation - *Offer Type: Capital Project* - Unfunded

2025 - $7,000,000

2026 - $0

The Water Supply and Demand Management Policy and the Water Supply Vulnerability Study both identify a critical need to develop additional water storage, and the Halligan Project is essential to meeting this demand. It will allow the Utility to meet its drought criterion, planning demand level and storage reserve factor. The Utility currently has a lower amount of per capita storage availability than any other similar-sized or larger community on the Front Range. The Halligan Water Supply Project will significantly increase this storage by an additional 8,200 acre-feet of water.

This offer funds work through 2025. Future offers may be requested as needed; however, the intent is for this offer to provide the necessary funding bridge to help move the project into a grant- and loan-funded delivery model.

Specifically, this offer will advance the Halligan Water Supply Project to a 60% dam design, progress the NEPA permitting process, acquire a Larimer County 1041 permit, obtain wetland and stream credits, provide for real estate acquisitions and easements, continue public engagement and communications efforts, and begin implementation of environmental mitigations.

The Final Environmental Impact Statement was released in 2023 and the federal NEPA permitting process is expected to conclude with the issuance of a Section 404 permit by 2026. Engineering design for the dam is being advanced to the 60% level in 2025 and construction is expected to commence in 2026/2027. Environmental mitigations and enhancements will begin in 2024 and be ongoing.

The Halligan Water Supply Project continues to be the most cost-effective option to meet the community's water supply resiliency needs. Total as-built costs are expected to be $308 million with a deliverable firm yield cost of $39,000 per acre-foot of water.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.32 Utilities: Water - College Avenue Water Main replacement - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $1,000,000

2026 - $2,527,000

The Water Distribution Master Plan identified high priority portions of the water system for replacement or rehabilitation based on system age, main break history and fire flow capacity. Findings from the master plan identified the 4 inch water mains along College Avenue as a priority for replacement. These water mains were also selected for replacement at this time due to current asphalt pavement replacement needs along this section of College. It is anticipated paving efforts

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will be completed following the waterline construction. The project will replace cast iron water mains that are over 100 years old and at the end of useful life with new mains and appurtenances that meet current standards. Replacing these aging water mains will improve the overall water system performance and reliability along the corridor.

If the aging waterlines are not replaced, the water system in this area will continue to see an increase in main breaks and water quality incidents and a continued decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.33 Utilities: Water - 1.0 FTE Technician II, Maintenance - *Offer Type: Enhancement* - Unfunded

2025 - $68,448

2026 - $85,503

This enhancement funds a third mechanical maintenance technician for the Water Treatment Facility maintenance team. This position is necessary because the workload for this team exceeds the capacity of the current two mechanical maintenance technicians. Some of the extra workload is currently being handled by a part-time hourly employee, who is being fully utilized. Beyond this, there is a significant amount of non critical work that is being deferred. The current backlog of non critical work would take a single FTE more than three years to complete.

One of the tasks that is currently being deferred is rehabilitation of the pilot plant research facility. This facility is used to test new treatment chemicals and successful testing in the pilot plant is required before a new treatment chemical may be used in the full-scale treatment of drinking water. Accordingly, the rehabilitation of the pilot plant must be accomplished before new RFPs for treatment chemicals, which are due, can be initiated. This is just one example of the work that is being deferred and could be accomplished with the addition of a third maintenance tech.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- SAFE - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

5.34 Utilities: Utility Network Implementation - *Offer Type: Enhancement* - Funded

2025 - $450,000

2026 - $450,000

This offer will provide the necessary funds to procure and hire a consultant/vendor to assist in the implementation of ArcGIS Utility Network (UN) for Water, Wastewater and Stormwater utilities Geographic Information Systems (GIS). This is a transformational technology change and modernization that will replace earlier adopted ESRI network technology and data models no longer supported by the software vendor. By moving to the UN, logic and functionality are expanded and will further empower the organization to provide better, more timely service to the community. This technology will expand Utilities' ability to trace spills in the watershed and isolate segments of pipe during water main breaks. Staff will further be able to identify and notify impacted service addresses in near real time through network tracing.

The UN represents a significant deviation from more traditional data schemas and requires a thoughtful and deliberate approach to the migration and integrations with Maximo (the CMMS system) and the future CIS system.

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Migrating to this modern standard model called "Utility Network" will be required to remain in current support with GIS vendors, as well as increasing the performance of the model. Utility Network enhances operations by reducing the number of layers in the map and simplifies the ability to search and report on data. To maintain continuity of operations in GIS and Maximo, the integration between these systems will need to be reconfigured. This will require the support of the Utilities IT Team and the software vendor. The migration process will be labor intensive and WFO would like to perform some of this work internally with the support and guidance of a vendor.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

5.35 Utilities: Stormwater Inflationary Factors - *Offer Type: Enhancement* - Funded

2025 - $121,500

2026 - $120,500

This offer supports ongoing operations of the Stormwater Utility and specifically within Stormwater Operations and Maintenance drainage division.

Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability and efficiency of the system through repairing and rehabilitating existing stormwater infrastructure. Stormwater Maintenance operates and maintains 184 miles of storm drain pipes, 115 detention ponds (597 acres), 69 regional channels, 8,400 inlets and 4,500 manholes.

A significant rise in inflation has impacted operational costs required to maintain minimum levels of service in all areas of the Stormwater Utility. The inflation has been seen mainly in areas related to oil prices and supply chain disruptions resulting in cost increases to sewer pipe, mowing services, tools, fuel, grease, and health and safety supplies. These line items in the ongoing operations and maintenance budget are critical to providing the appropriate service to the community and properly protecting watersheds from flooding and pollutants.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

5.36 Utilities: Water - 1.0 FTE Maintenance Operator - *Offer Type: Enhancement* - Unfunded

2025 - $74,001

2026 - $80,295

This offer funds an additional Certified Professional Water Operator to the Water Transmission and Distribution Division within Water Field Operations. The Water Transmission and Distribution system consists of 570 miles of pipe, 36,000 water services, 12,500 water valves and 38,00 hydrants all requiring ongoing maintenance. This position is necessary as the size of the system to be maintained continues to grow, which has increased the number of assets to be maintained. The system is also aging faster than it can be replaced, so the maintenance required is more frequent and takes longer to keep the infrastructure meeting compliance in levels of service. This position would also be assigned weekly on call rotation duties to create redundancy and resiliency in this division while allowing this responsibility to be more widely shared, which allows operators to strike a better work-life balance.

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The following maintenance tasks would see direct impact by the approval and funding of this position:
- 80 100 watermain breaks repaired annually
- 132 miles of leak detection annually
- 1200 water valves maintained annually
- 1,000 fire hydrants painted and maintained annually
- 50% fire hydrants flushed annually
- 2,000 backflow surveys and inspections annually

These are the annually completed tasks that are starting to not get completed each year and developing a backlog of work orders. Causes for this include growth of the system, challenges with road closures, additional time for critical life and safety trainings, and an increase in approved time off for staff, which all impact daily wrench time. The additional FTE would help fill the gap in ongoing maintenance and increase safety within the division as often crews are shorthanded doing their work.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

5.37 Utilities: Water - Water Supply Acquisitions - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $500,000

2026 - $1,500,000

Growth in the Utilities water service area is projected to increase from about 142,000 customers to about 195,000 over the next few decades. Ensuring water supplies are available for these future needs requires long term planning that includes an acquisition plan for acquiring water rights and facilities that this offer will support.

Costs for water rights have increased significantly in recent years and that trend will continue; thus, acquiring these water rights sooner will reduce overall costs. Additionally, the availability of supplies to purchase will continue to decrease, which creates risk for being able to buy the needed water rights in the future.

In 2022, a non lapsing budget of $750,000 was approved allowing for the purchase of 2.625 acre feet of water rights in 2023. The 2023-2024 budget request was not approved. This 2025-2026 budget offer would allow for the purchase of approximately 11 acre feet in 2025 and 22 acre feet in 2026. Given approximately 87.5 acre feet of water rights were sold in 2023, it is very feasible to purchase the amount of water rights described with this budget offer.

Acquiring additional water supplies to ensure Utilities meets its 2065 water supply demand is an ongoing need until the needed 315 acre feet of water rights are acquired, which in today’s costs equal approximately $41 million. This offer would provide approximately 33 acre feet toward this goal.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

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5.38 Utilities: Combined One Water Laboratory - Site Acquisition and Design - *Offer Type: Capital Project* - Funded

2025 - $4,500,000

2026 - $0

Fort Collins Water Utilities operates two water testing laboratories, built in 1974 and 1979, with a total staff of 19 employees. These labs provide analytical testing services to support the City's Drinking Water Treatment Facility and two Water Reclamation Facilities. The labs are certified by the State of Colorado to conduct critical in house analytical testing to comply with State regulations set forth in the federal Safe Drinking Water and Clean Water Acts. Additionally, they provide water quality testing for other City departments, programs and projects, as well as neighboring water utilities as needed.

In 2017, a condition assessment of the labs completed as part of a 2018 Labs Master Plan, determined the buildings to be at or near the end of their useful lifespans, requiring extensive repair to continue to operate safely and reliably in the short term. In the mid term (7 10 years), the building structures and major building systems (e.g., heating, ventilation and air conditioning, plumbing, electrical) were determined to be at risk for critical failures. Both the 2018 master plan and a 2023 plan update determined the best replacement alternative to be a centralized combined facility, given the similarity in functions. The new facility will also house the Utilities' Watershed Program (three staff) and collaborative meeting spaces, and will provide educational opportunities to the community about the importance of water.

Water Utilities has previously sought partnerships in the development of a new facility without success and has decided to proceed with the project independently. Currently, Water Utilities is focused on finding a suitable location to purchase for the new facility. Funds from this offer would be used to acquire the property and begin preliminary design work in 2025, with anticipated design completion in 2026 and construction beginning in 2027.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

5.39 Utilities: Stormwater - 1.0 FTE Maintenance Operator - *Offer Type: Enhancement* - Unfunded

2025 - $74,001

2026 - $80,095

Funding this offer would increase the Stormwater Operations and Maintenance Division with 1.0 FTE dedicated to the in house construction crew that replaces aging and failed infrastructure. It
would also bring needed support to the maintenance, cleaning and inspection crew. The construction crew works on replacing stormwater infrastructure to increase Stormwater Utility levels of service and lower the risk of flooding in the community. The operations and maintenance tasks that would also be supported respond to customer service requests, clean pipes, improve water quality to the Cache La Poudre River and inspect infrastructure to improve capital improvement planning.

The following are metrics that would see direct improvement through this offer:
• Stormwater maintains 214 miles of pipe with 15 miles receiving an inspection score of poor to very poor.
• 137 miles of stormwater pipe still need to be scored to understand its condition.
• The stormwater system has 3,233 manholes and only 6% have been inspected to understand condition score and defects.
• There is currently a backlog of more than 560 repair work orders that continues to grow for inlet repair, utility bore damage, manhole rehabilitation, pipe point of repairs, etc.

The Stormwater Utility continues to grow each year as new subdivisions are built within the City's Growth Management Area and through annexation. These subdivisions and annexations bring additional pipes, inlets, detention ponds, channels, etc. that need to be inspected and maintained in order to meet Utilities'

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level of service goals. Additionally, there are challenges with road closures, additional time for critical life and safety trainings, and an increase in approved time off for staff, which all impact daily wrench time. The additional FTE would help fill the gap in ongoing maintenance and increase safety within the division, as often crews are shorthanded doing their work.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

5.40 Utilities: Water/Wastewater - 1.0 FTE Civil Engineer II Master Planning - *Offer Type: Enhancement* - Unfunded

2025 - $72,838

2026 - $122,212

This offer will fund a 1.0 FTE Water and Wastewater Master Planning Civil Engineer II position to provide master planning services in support of capital improvements, asset renewal and development review. Duties and responsibilities will include hydraulic modeling, calibration, scenario planning, capital improvement planning and reporting system performance metrics such as sewer and fire flow capacities.

Water and Wastewater Master Plans require significant hydraulic network modeling to assess the performance of each system. As changes to each system are considered, such as through new development and capital improvements, it is critical to update the hydraulic models to be able to assess the impact on system performance metrics to assist in the decision-making process for improvements. Scenario planning is a critical element of master planning so the Utility can be better prepared for events such as:

- increased water demands, water outages and new water quality standards
- changes in wastewater diversion, inflow and infiltration, and increased urban density

For asset management and replacement, both the water distribution and wastewater collection master plans will address pipe condition, consequences of failure and project prioritization. The wastewater master plan will also address wet weather inflows and how to serve new developments that potentially require lift stations, a new operational component to the City's sewer system, which has previously been entirely gravity fed.

Currently, there are no dedicated staff to provide these critical planning services. In the past, the City contracted these services to external engineering consultants. The master planning civil engineer funded by this offer would enable the City to conduct these analyses in house and plan more holistically for system wide needs rather than on a single project basis, resulting in more lasting and cost effective solutions and faster response times to developers.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- ENV - 24/7/365 Operational Excellence
- ECON 2 - Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible

10.1 IT Risk Management - Cybersecurity - *Offer Type: Ongoing* - Funded

2025 - $593,565

2026 - $621,568

This funding request is critical for the ongoing support of the City’s cybersecurity measures, focusing on maintaining a robust defense against cyber risks. It encompasses the essential activities of the dedicated Cyber/Information Security (InfoSec) team, which includes a Security Architect and four Security Analysts. This team is pivotal in safeguarding the City’s digital infrastructure, preventing security breaches that could disrupt services or impede digital modernization

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efforts.

The proposal ensures the continuous operation of the City's cybersecurity framework, including the tools and technologies uses to protect digital borders, such as firewalls that monitor, email communication protections, and control data flow to prevent unauthorized access. Additionally, it covers essential security awareness training for staff, enabling secure remote access to systems, conducting thorough internal and external security assessments, and refining incident response strategies to swiftly address any security issues. This includes support for the City's email system, account administration, and ensuring this communication gateway is secure for all end users.

A significant part of this funding also supports the consolidation and management of cyber risk exposures that extend beyond traditional IT systems. This includes risks introduced by external parties, supply chains, and digital interactions with individuals and businesses. Our InfoSec team works tirelessly to manage these risks, ensuring the City's network is segmented and monitored effectively to enhance security and productivity.

Furthermore, the team is responsible for keeping the City's security practices in line with regulatory standards and best practices, including adherence to the FBI's Criminal Justice Information Services (CJIS) controls. This comprehensive approach to cybersecurity is vital for protecting the City's digital assets and maintaining the trust of community members and stakeholders.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies

10.2 IT Risk Management - Information Security Posture - *Offer Type: Ongoing* - Funded

2025 - $305,000

2026 - $310,000

This offer supports the City's Risk Management capabilities through the continued support and development of the IT Service Management (ITSM) and Managed Detection and Response (MDR) platforms. The ITSM platform is instrumental in managing change, incidents, and the software and hardware assets within the organization. This unified platform ensures that IT support and Information Security (InfoSec) teams work collaboratively rather than in isolation, a practice that has become indispensable for mitigating risks effectively. As cyber threats escalate in complexity and frequency, the agility of the ITSM solution to respond swiftly and comprehensively is vital. It enables a thorough understanding of the City's cyber assets, laying the groundwork for robust cybersecurity risk assessment.

Moreover, the ITSM platform's change management processes are crucial for maintaining the uninterrupted availability of City systems. By carefully managing changes, IT can preemptively address potential vulnerabilities or issues that might compromise system availability.

The proposal also encompasses funding for the Managed Detection and Response (MDR) platform, which guarantees around the clock monitoring, detection and response to security threats. The MDR platform, which includes the Modern Security Operations Center (MSOC), extends the City's cybersecurity capacity by providing expert personnel, processes and technology. This collaborative model enhances surveillance over the City's digital landscape, ensuring a comprehensive and layered view of the entire online environment. Such visibility is critical for the early detection and mitigation of cyber intrusions, attacks or breaches, significantly narrowing the window between threat identification and response.

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This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

10.3 IT: Cybersecurity Enhancement: Virtual CISO and Endpoint Management Modernization - *Offer Type: Enhancement* - Funded

2025 - $250,000
2026 - $250,000

This offer proposes funding to advance cybersecurity capabilities within the City of Fort Collins, with a streamlined focus on establishing a Virtual Chief Information Security Officer (vCISO) role and enhancing Endpoint Management, including critical updates to Patch and Vulnerability Management systems. The requested $250,000 per year will support these essential cybersecurity improvements, adding to the protection of city data and infrastructure from increasing cyber threats. This investment builds on the momentum initiated through previous ARPA-funded efforts, aligning with federal cybersecurity standards and bolstering the city's resilience against threats.

Summary of Key Components
- Virtual Chief Information Security Officer (vCISO): A contracted cybersecurity leadership role focused on guiding the city's strategic cybersecurity initiatives, maintaining compliance with cybersecurity standards, and managing cybersecurity risk.
- Endpoint Management Modernization: Improve tools and processes to add to the security of city-managed devices, with a primary emphasis on:
- Patch Management: Proactive identification, testing, and deployment of security patches across systems to reduce vulnerabilities.
- Vulnerability Management: Comprehensive risk assessment to identify and address potential vulnerabilities within the city’s IT infrastructure.

The increasing sophistication and frequency of cyber threats necessitate strong cybersecurity leadership and infrastructure. By funding a Virtual CISO and advancing Endpoint Management, the city will strengthen its cybersecurity posture while optimizing resources in a cost-effective manner. These updates not only protect against data breaches and disruptions but also maintain compliance with insurance requirements and federal cybersecurity standards. The continuation of ARPA-funded cybersecurity initiatives ensures that Fort Collins is equipped with an adaptive, resilient security framework that evolves with emerging threats.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- HPG - 24/7/365 Operational Excellence

10.4 IT Infrastructure - Network Firewall Protection Lifecycle Replacement - *Offer Type: 1-Time Enhancement* - Funded

2025 - $368,752
2026 - $182,060

This offer will sustain the City's security infrastructure through required lifecycle replacement of firewalls, which are at end of support. This sustainment is required for maintaining robust network security, ensuring compliance and enhancing operational efficiency. By investing in this technology sustainment, the City can proactively address security vulnerabilities and strengthen its overall cybersecurity posture. This lifecycle replacement is part of the known lifecycle capital plan, with a five- to six-year cadence.

Firewalls are a critical and necessary layer in the City's overall security architecture, which includes monitoring and controlling network traffic, preventing unauthorized access, detecting and blocking threats, and supporting regulatory compliance through detailed logging and monitoring capabilities. The firewalls

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block malicious traffic, protect sensitive data from unauthorized access, ensure smooth operations by minimizing disruptions and enforce security policies to meet compliance standards.

This offer sustains:
- Hardware: This includes acquiring updated physical or virtual firewall devices and implementing redundant systems to ensure high availability.
- Software: Installing manufacturer's recommended version of firewall operating system with security features and regular security updates to address vulnerabilities, as required.
- Licensing: Sustaining necessary software and feature licenses.
- Threat Intelligence Subscriptions: Sustaining subscriptions to services providing real time updates on emerging threats.
- Continued Support Services: Sustaining technical support, software updates and hardware maintenance from the vendor.
- Installation: Physical setup and network integration of the updated firewalls.
- Configuration: Sustaining security policies and configuring custom rules to meet specific organizational needs.
- Deployment: Rigorous testing to ensure proper operation and a gradual deployment to minimize disruptions.

This Offer supports the following Strategic Objectives:
- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

29.1 Police Office of the Chief and Administration - *Offer Type: Ongoing* - Funded

2025 - $6,335,715

2026 - $6,452,859

This offer funds central leadership, accountability, budget/finances, public outreach, crime analysis (CAU), police academy (FCPA) and regional training facility (NCLETC), psychological services, accreditation and personnel functions for Police Services.

The Office of the Chief is the Chief, Deputy Chief, Communications & Public Relations Manager, Psychologist, and Executive Administrative Assistant.

The Chief is the chief executive officer. The Deputy Chief oversees the Administration Division and serves as the agency Chief of Staff. The psychologist manages employee mental health, the Peer Support Team and regional committees. The Communications & Public Relations Manager is the primary media representative and is responsible for the public relations/outreach unit.

Administration consists of Professional Standards, the Personnel & Training Unit (P&T), FCPA, NCLETC, Internal Affairs, Budget/Finance, Crime Analysis, Accreditation and policy management.

P&T is responsible for recruiting, hiring and training all personnel. It consists of 1 lieutenant, 2 sergeants, 1 corporal, 5 officers, an investigator, 2 administrative assistants and 2 part time employees.

Internal Affairs (IA) investigates allegations of misconduct by police employees, and is staffed by 1 sergeant along w/1 admin. assistant and 1 lieutenant who also manage accreditation.

Budget & Finance is staffed by 1 financial analyst and 1 financial technician responsible for agency budget, accounts payable, revenue tracking, grant

management and financial planning.

CAU consists of 2 analysts who gather and analyze data to produce reports for officer deployment and agency performance management, benchmarking, reporting and resource allocation.

The Division supports the agency through listed functions and supports other service areas by conducting background investigations, providing data to the City Manager and Council, facilitating limited law enforcement commissions & public engagement collaboration.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.2 Police Patrol Services - *Offer Type: Ongoing* - Funded

2025 - $20,346,371

2026 - $21,051,080

This offer funds the Patrol Division, which includes all the necessary elements for the response to calls for service, proactive enforcement and quality of life enhancing activities for the community. The funding in this offer staffs an Assistant Chief, 10 shifts of police officers, and community service officers who respond to a myriad of incidents ranging from minor municipal violations and service requests to disturbances, traffic collisions and serious felony crimes.

The Patrol Division has had a goal of keeping response times for emergent incidents in parity with benchmark cities. Priority 1 are emergent calls for service including, but not limited to, burglary in progress, kidnapping, robbery, shooting, stabbing and weapons calls. The goal for emergent incidents is to arrive at the scene within 5:15 minutes of someone calling 911. In 2023, Police Services received 159 Priority 1 calls and met that goal with an average response time of 4:58 minutes.

The 2023 Community Survey showed people feel safe in their neighborhoods and in Fort Collins overall, particularly during the daylight hours. However, police response time, police services overall, crime prevention and police patrol were at their lowest levels, highlighting the need to increase officers' proactive time.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

29.3 Police Special Operations Division - *Offer Type: Ongoing* - Funded

2025 - $11,452,490

2026 - $11,833,339

This offer funds the Police Special Operations Division (SOD): 1 assistant chief, 3 lieutenants, 9 sergeants, 7 corporals, 45 officers, 2 full time civilians and 6 hourly civilians.

The Emergency Management and Special Events Lieutenant handles emergency management and special events and manages the following:

- Traffic Unit: 1 sergeant, 1 corporal, 5 traffic officers, 1 full time civilian camera radar program supervisor and 6 hourly civilian operators. This team leads traffic safety efforts and CRASH investigations.
- School Resource Officers: 1 sergeant, 2 corporals and 11 police officers provide school safety and outreach. Contractually, PSD and the City each pay 50% of this program.

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The Community Policing Lieutenant leads the agency's community policing initiatives and manages the following:
- District One Nights: 1 sergeant, 1 corporal and 6 officers. The D1 night team's focus is providing a safe nightlife environment in the Downtown area.
- District One Days: 1 sergeant, 1 corporal, 4 officers, 1 liquor compliance officer and 1 marijuana compliance officer. The D1 day team focuses on quality-of-life issues in the Downtown area.
- Neighborhood Engagement Team (NET): 1 sergeant, 1 corporal and police officers. NET is a proactive problem-solving unit that uses data to address chronic or unique issues.
- Homeless Outreach and Proactive Engagement (HOPE): a pilot project using positions borrowed from NET and Patrol. HOPE provides a comprehensive response to homelessness issues.

The Tactical Operations Lieutenant manages SWAT, K9 Unit, UAS (Drone) Program, Mental Health Response and Hazardous Devices Team:
- SWAT Team: 1 full time sergeant leads 28 part time SWAT personnel.
- K9 Team: 1 Sergeant, 1 corporal and 6 officer handlers
- Mental Health Response Team: 1 Sergeant and 4 officers
- The UAS team is currently staffed part time by 20 FCPS trained pilots.
- The Hazardous Devices Team is a multijurisdictional team; 4 FCPS personnel are assigned part time.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.4 Police Criminal Investigations Division - *Offer Type: Ongoing* - Funded

2025 - $9,704,553

2026 - $10,162,688

This offer funds the Criminal Investigations Division (CID), comprised of the following units: Northern Colorado Drug Task Force (NCDTF), Criminal Impact Unit (CIU), Property Crimes Unit (PCU), Victim Services Unit (VSU), Cyber Crimes Unit (CCU), Crimes Against Persons Unit (CAPU), Forensic Services Unit (FSU), Northern Colorado Regional Forensics Lab (NCRFL) and Property & Evidence (P&E).

CID investigates felony level crimes with meticulous accuracy, timeliness and respect for all people. These crimes include homicide, officer-involved shootings/critical incidents, sexual assault, child exploitation, robbery, burglary, theft, arson, aggravated assault and motor vehicle theft. CID also investigates fraud, deceptive sales and business practices, computer crimes, identity theft, gang crimes and repeat offenders/fugitives, and manages registered sex offenders. CID also houses the Property & Evidence Unit, responsible for intake, storage and disposal of all items of property and evidence collected by all divisions in the agency. As required by state statute, CID also manages services to victims of crime.

Common denominators of any investigation are serving the victim, managing the digital forensics, and collecting evidence at the crime scene. In each area, the complexity of the assignment and the demand for service has continued to grow. Similarly, the expectations of the public, courts, prosecutors and other stakeholders have also risen. The services provided by the FSU are used in every major case and their use in other, lower level cases continue to grow, especially in digital forensics.

Overall, CID cases have increased 31.7% since 2020. In 2020 CID investigated 854 cases; they investigated 978 cases in 2021, 1,012 cases in 2022, and 1,125 cases in 2023. Supporting this offer is essential to continue to investigate these cases and the rising caseloads.

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This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.5 Police Information Services - *Offer Type: Ongoing* - Funded

2025 - $8,941,882

2026 - $9,183,864

Funding this offer supports the Police Information Services Division, which is made up of three units: Fort Collins 911 (Dispatch), Police Records, and Technical Services. These services are essential criminal justice functions protecting residents. The functions provide police call entry and dispatch services (911 and non emergency) for police, fire and ambulance; record production, maintenance and release; and broad technology and communications support.

Fort Collins 911 provides critical call taking and dispatch services for FCPS, Poudre Fire Authority (PFA), University of Colorado Health (UCH) ambulance, Wellington Fire Department, Platte River Fire Department, Natural Areas Rangers, City Park Rangers and, at times, Transit Service Officers.

Police Records handles all records produced and managed by FCPS. This includes data entry and management of all the paperwork generated by officers, as well as records released to the court and public.

The Police IT and Technical Services division plays a crucial role in the research, installation, maintenance and support of a diverse array of IT assets, encompassing both conventional and specialized systems within FCPS. This includes overseeing the functionality of essential tools such as police radios, security cameras, laptops, audio/visual systems, phones, and associated applications and software. The scope extends to managing wireless air cards, tablets, interview room systems, networks, switches, storage systems, access control security systems, identity management systems, uninterrupted power supply systems, phone systems (both IP and landline), printers, copiers, Computer Aided Dispatch Systems, evidence management systems and Records Management Systems. Notably, the department has experienced a significant increase in the volume of service requests and tickets, surpassing 2,000 in 2023, underscoring the growing complexity and demand for their technical support services.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.6 Police Vehicle Program - *Offer Type: Ongoing* - Funded

2025 - $3,057,933

2026 - $2,967,706

This offer covers the fleet operation and maintenance (O&M) costs for vehicles assigned to all five divisions of Fort Collins Police Services. This offer supports all of the O&M expenses for all marked and unmarked police vehicles, including police motorcycles; vehicles allocated to volunteer and civilian staff pool usage; specialized support vehicles and trailers used for riot response, scene command, SWAT team response, Bomb Squad response, collision investigation and crime scene investigations; and pool cars that officers can use while their patrol car is being serviced or is otherwise unavailable.

Police Services has utilized the One to One Car Plan for approximately 40 years. The plan assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, the agency is able to rapidly call upon a highly scalable number of officers to respond to any situation with all of the required equipment needed. Additionally, the one to one concept acts as a deterrent to potential traffic violations and criminal acts by increasing police visibility throughout the community, lending to a greater police presence than on duty vehicles could achieve alone.

Officers are required to carry all necessary equipment for the performance of their duties in their patrol cars. In the event of an emergency, officers can respond

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directly from home to the scene fully equipped, saving valuable time otherwise used to respond to the police department or service center to pick up a vehicle and equipment.

The One to One Car Plan is a valuable component to Police Services' Community Policing model. Additionally, the vehicles are significantly better maintained, as each vehicle is primarily used by only one officer who is responsible for the care and maintenance of their vehicle. It also results in replacing vehicles much less frequently. FCPS vehicles generally last eight to ten years, whereas pool vehicles last an average of four years.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.7 Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) - *Offer Type: Ongoing* - Funded

2025 - $58,224

2026 - $58,224

Anticipated maintenance costs for 2025 and 2026 are $98,200 and $71,607, respectively. In 2023, the DTR antenna system on the Horsetooth tower and the PVH tower were replaced. In 2024, the two radio sites will be transitioned from T1 to Ethernet to comply with the State of Colorado's transition. This upgrade will position the state and region for greater networking and speed in the radio system.

The cost to maintain the entire system is shared by 19 member agencies. Each member agency pays a per radio fee to ensure the system is maintained and updated as necessary or required for functionality.

This critical system not only ensures first responder safety but also provides radio infrastructure for other governmental agencies and internal City groups such as Emergency Preparedness & Security, Utilities, Transfort, Code Compliance and Natural Areas.

The emergency radio system provides inter operability with regional and state partners thus being able to serve all community members across the county. The radio system is a critical infrastructure that provides Police, Fire and EMS an essential tool in delivering inclusive service to the community and diverse groups. Over 20 agencies utilize the NCRCN radio site infrastructure locally

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.8 Police Photo Red Light & Photo Radar Program - *Offer Type: Ongoing* - Funded

2025 - $1,523,890

2026 - $1,530,774

Funding for this offer maintains the Police Photo Radar/Red Light photo enforcement system consisting of four Photo Radar speed vehicles and twelve Photo Red Light systems, helping to address safety concerns through the effective use of technology.

Due to limited resources in officer staffing, photo radar technology serves to effectively extend traffic enforcement in the community in a cost-effective manner. The Photo Radar program is self funding and provides the revenue necessary to maintain program operations through collected fines. This innovative program also provides for other operational and administrative needs created by traffic issues for Municipal Court. This funding saves hundreds of thousands of dollars from the General Fund, furthering traffic safety without the inherent trade-offs of using General Fund dollars.

The six hourly civilian Photo Radar operators work both daytime and evening/weekend hours. They are dedicated solely to operating the photo radar vans for

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speed enforcement and reviewing Photo Red Light Camera violations. Photo Red Light systems themselves are self sufficient and require no personnel for their operation. This offer maintains service levels provided in 2022.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.9 Police: Colorado Regional Information Sharing Project [CRISP] - *Offer Type: Ongoing* - Funded

2025 - $1,242,878

2026 - $1,242,878

Funding this offer will continue the regionally shared Computer Aided Dispatch (CAD), Records Management System (RMS), Jail Management System (JMS), and Mobile Data System (connectivity for officers and other emergency field units). This offer funds ongoing costs including software and hardware maintenance.

As a member of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) has been partnering with other public safety agencies to share one computerized public safety software system. This system enables all Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. FCPS is a leader in using computer technology to enhance public safety and provides high quality law enforcement services to residents.

As of 2018, the county wide regional system has been the result of an intergovernmental agreement (IGA) with the City of Fort Collins, the Larimer County Sheriff's Office and the City of Loveland. This IGA allows the three partners to share equally in the costs, use and management of the system. With the City of Loveland joining in 2018, their participation provided the last step needed for a county-wide system enhancing regional interoperability including the 911 Centers. The CAD and Mobile Data applications have been operational since September 2020, and the Records Management and Jail Management systems since December 2020. This system allows for business alignment, incident management and situational awareness among all user agencies.

CRISP agencies continue to improve service to Larimer County residents through more timely and accurate shared information. The participating agencies continue to build alliances that enhance interoperability and shared benefits, such as instantaneous information sharing and emergency response coordination. Each of the partner agencies shares in the funding, with two-thirds being reimbursed by Larimer County and Loveland.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.12 Police: 2.0 FTE Patrol Officers - *Offer Type: Enhancement* - Unfunded

2025 - $228,644

2026 - $318,930

Patrol is the backbone of Fort Collins Police Services, which provides 24/7 police services to the community. When community members reach out to Police Services for help, they expect a fast response. In 2023, the average response time for emergency calls (Priority 1 calls) was 4 minutes and 58 seconds, ranking FCPS second against benchmark cities. To ensure that Police Services can continue to provide quick response times, adequate staffing levels that can be strategically deployed throughout the community are needed. Increasing staffing with one additional officer per year will help Police Services maintain fast response times to emergency calls, but also the ability to respond to lower priority calls in a reasonable amount of time.

Employees are overtasked and unable to take time off on many occasions. Collateral duties suffer and officers are exhausted. This offer asks for less than 1% growth for police officers.

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This offer will also help manage the steady increase in calls for service, which have risen by 5% in 2023 compared to just 3.2% in 2022. Additionally, this increase in staffing will increase officers' visibility throughout the community, which slightly increased in the 2023 Community Survey.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

29.16 Police: 2.0 FTE Community Services Officers - *Offer Type: Enhancement* - Unfunded

2025 - $124,298

2026 - $267,817

This offer would fund 2.0 FTE Community Service Officers (CSO), one in 2025 and the other in 2026. CSOs are professional staff employees who carry a limited commission. In 2022 and 2023, FCPS increased the size of the CSO team by adding five CSOs. This increase has provided more coverage across the week and during the busiest times of the day. With the new additions over the last two years, FCPS has continued the innovative approach to handling calls for service by expanding the call types CSOs respond to and handle. In years past, CSOs mainly handled traffic accidents, traffic-related calls and parking complaints. Now, CSOs are handling cold criminal reports that an officer would have handled before. With the CSOs handling these lower priority calls that do not need a sworn officer, police officers can respond to priority calls, provide traffic enforcement and education, and offer proactive patrols.

Vehicle collisions and parking complaints remain some of the most frequent calls for service, particularly during the day. Adding two CSOs will decrease wait times for community members during accidents, continue to allow CSOs to increase the types and number of cold calls they can take from limited sworn personnel (i.e., cold burglary, theft, etc.), increase the size of the Crime Scene Investigators and CRASH (technical accident investigation) teams, increase career opportunities for professional staff members (allowing for some police work to be completed at a lower cost), and increase the quality of service to the community.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

29.20 Police Colorado Regional Information Sharing Project [CRISP] - REHOST - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $2,000,000

2026 - $0

Funding this offer will continue the regionally shared (CRISP) Computer Aided Dispatch (CAD), Records Management System (RMS), Jail Management System (JMS), and Mobile Data System (connectivity for officers and other emergency field units). The current systems are maxed out and this is greatly impacting system performance. The re host project is designed to modernize and optimize software and hardware infrastructure, ensuring it aligns with current industry standards and best practices. By migrating systems to updated software platforms and modern hardware solutions, FCPS aims to enhance performance, security and scalability while minimizing downtime and improving overall efficiency for the Central Square Enterprise applications that include Computer Aided Dispatch, Records Management System and the interfaces that improve collaboration and efficiency between the different applications.

This comprehensive initiative encompasses the evaluation of existing systems, the development of a migration plan tailored to the organization's needs, and the implementation of updated software and hardware solutions. It is essential to note that the current server operating systems and SQL versions being used are approaching their end-of-life dates. As such, it is imperative to upgrade to supported versions to ensure continued security patches and technical support. The proposal will ensure continued improvement to overall community safety while increasing the level of public trust and willingness to use emergency services. CRISP allows regional partners to coordinate responses by sharing data, resources and processes. Agencies are able to view each other's information and communicate via the CAD or mobile systems to ensure appropriate and timely delivery of service.

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This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

29.21 Police, Muni Ct, City Attorney, PDT: Traffic Safety Initiative (Vision Zero) - *Offer Type: Ongoing* - Funded

2025 - $1,419,036

2026 - $1,609,092

The City of Fort Collins has the opportunity to expand automated enforcement to increase speed compliance and reduce the number of injuries and fatal collisions. State law was modified to allow governments to conduct unmanned speed enforcement with an Automated Vehicle Identification System (AVIS). Speed has been an ongoing problem in the community. Last year Fort Collins experienced a record high number of fatal and injury crashes, many of which were associated with driving beyond posted speed. This funding for this Offer is dependent on City Council approval in the Ordinance being reviewed on July 2, 2024.

Each of the 12 existing red light cameras can detect, validate and issue speed violations when a vehicle is going 11 miles per hour or more over the speed limit. This offer would support the contracted use of two transportable units to address speed compliance between intersections. The offer would also fund FTEs in Municipal Court; City Attorney's Office; and Planning, Development & Transportation (PDT). This offer is fully funded through traffic safety funds collected from red light camera and speed camera enforcement.

Upgrading existing red light camera locations to issue speed violations would cost $2,500 per month, per approach, totaling $30,000 per month to activate all 12 approaches.

Adding transportable units that could be moved every 30 days in areas where speed is most concerning would cost $8,500 per month per unit. It is recommended two transportable systems are added to traffic safety operations totaling $17,000 a month.

Personnel costs to support speed corridor and automated enforcement consist of the following:

- 2 full-time Municipal Court clerks $154K (Municipal Court)
- 1 City Attorney and 1 Legal Assistant $232K (City Attorney's Office)
- 1 Vision Zero coordinator (PDT)
- 1 Traffic Safety Data Analyst (PDT)

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

29.22 Police: 1.0 FTE Detective for Overdose - *Offer Type: Enhancement* - Unfunded

2025 - $146,680

2026 - $141,141

In 2022, state law changed to allow for the prosecution of a level one drug felony of a person who distributes fentanyl to another who dies as a result of its consumption. To properly investigate these cases, CID needs to commit a detective that can provide expertise and consistency in all steps of the investigation and prosecution. This detectives' primary role will be to serve as the Drug Overdose Detective.

In 2022, there were 29 overdose (OD) deaths in Fort Collins and in 2023, there were 28. Of those 28 deaths, 20 included the use of Fentanyl. Due to the significant number of OD deaths and legislation allowing for criminal charges for the provider of fentanyl, CIU undertook a pilot program beginning in April 2023

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where a detective was assigned as the primary investigator for all OD deaths. This allowed for a consistent well trained detective to be the point of contact and involved in those cases and led to the ability to build cases where charges were filed. Seventeen of the 20 OD deaths were investigated by the assigned CIU detective, the other three by other detectives. These investigations are complex in that they entail a death investigation and a concurrent investigation into the source of the drug that led to the death. Often times, multiple interviews need to be conducted, at least one scene requires being searched and multiple warrants are required to follow digital leads (e.g., phones, info tainment systems in vehicles, video evidence) With the complex nuances of a drug OD investigation, consistency and increased knowledge related to those investigations lead to a greater likelihood of building a criminal case that will be charged and ultimately result in a conviction. FCPS CID saw the first criminal case in the state for distribution of fentanyl leading to another's death go through the court system, resulting in the suspect receiving a prison sentence of 10 years. More cases are pending.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

29.23 Police Drones - *Offer Type: Asset Management-Enhanced* - Unfunded

2025 - $70,000

2026 - $70,000

In 2023, City IT alerted FCPS that they recommended FCPS discontinue the use of its current fleet of foreign-manufactured UAS (drones) due to cybersecurity concerns and the City network—a concern also raised by the Federal Government. Once notified, FCPS mitigated the cyber risk by following City IT guidance, isolating operating software from the City network, adjusting application settings, and developing and implementing a replacement plan, including purchasing a U.S. manufactured and approved model.

The current fleet consists of 12 UAS platforms purchased between 2017 and 2023. The newest is a model approved for U.S. government operations. This offer will allow FCPS to purchase similar approved models and, due to their increased capabilities, reduce the size of the fleet from 12 to 8.

FCPS began using UAS in 2016. The UAS program impacts many facets of law enforcement operations, significantly increasing public and officer safety and efficiency. For instance, drones are used in patrol operations to help locate missing individuals and search for fugitives. The Traffic Unit uses drones to help diagram complex accident scenes involving death or serious bodily injury. The Criminal Investigations Division uses the UAS platforms to map crime scenes and search for evidence. Tactical teams use drones to provide overwatch of high risk incidents, allowing commanders to deploy appropriate resources safely. These tools also keep special events safe and assist in responding to natural disasters like fires. Twenty police employees are FAA certified pilots who operate the UAS platforms.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models
- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats

29.24 Police: Axon Bundle - *Offer Type: Enhancement* - Funded

2025 - $275,000

2026 - $275,000

In July 2023, Colorado required all law enforcement officers to record interactions between officers and community members. Police Services has been using body cameras for several years, so the impact was insignificant. As technology has advanced, so have the body cameras and the storage required to store the video from all the interactions they capture. This request is to update technology for body cameras that has evolved to help officers be more efficient with their

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administrative duties, including helping officers write reports significantly quicker, allowing them to focus more on proactive patrols and community engagement. Other safety features have also been added to the body cameras, allowing the GPS location of the cameras to locate officers quickly and the ability to view the camera live from a remote location. The ability to view real time video will help keep officers and community members safer by allowing supervisors to give guidance during high risk situations. With technological advancements also come increasing costs for these state-mandated devices.

The other portion of this offer is the increased cost of FCPS's less lethal devices, ECWs (or tasers). The current ECWs have been beneficial in keeping community members and officers safe. This request will purchase new tasers that allow officers to quickly gain control of subjects who pose a threat to officers or other community members, with injury potential low for everyone involved. As with the body camera, the ECW has also advanced. The upgraded version offers more reliability and effectiveness than the previous version, making it safer for officers and community members.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

29.26 Police: 7.0 FTE - HOPE, Records, Sr Technician and Victim Advocate - *Offer Type: Enhancement* - Funded **2025 - $420,483**
2026 - $921,590

Funding this combined offer will address some of the most critical needs of Police Services in service to our community. In 2023, FCPS began a pilot of the Homeless Outreach & Proactive Engagement (HOPE) team. HOPE addresses the problems related to homelessness through accountability & collaboration with other City departments, service providers, & outreach programs. This offer moves the team from a pilot to permanent role while also returning four positions (2 in 2025 & 2 in 2026) to Patrol which is seeing record minimum staffing challenges related to retirements, resignations, and injuries.

Due to the challenges of hiring and training approximately 30 new employees annually, along with the needed upscaling to prepare for increased hiring for the near-term and future Mulberry corridor annexations, this offer adds 1.0 Sr. Technician to the Personnel & Training Unit. This additional professional staff member allows the sworn officers to focus on certain recruiting, background, and training functions. Hiring and training new personnel takes 1.5-2.0 years, so adding this position in 2025 is a priority. This position is a natural career course of officers seeking to change roles prior to a full retirement and retains their knowledge, skills, and abilities.

This adds 1.0 Victim Witness Specialist in 2025 to the Victim Services Unit (VSU) in the Criminal Investigations Division (CID). VSU assists the public and fulfills statutorily-mandated Victim Rights Act (VRA) objectives. The VSU consists of 1 supervisor, 2 full-time victim witness specialists, and 1 part-time victim witness specialist. One F/T position and the P/T position are funded through VOCA & VALE grants. In late 2023, FCPS was notified that 2025 VOCA funds will be cut by 40%. VALE is planning future budget cuts too. Funding for these positions is tenuous even as the VRA adds covered crimes, requiring notifications and critical stage involvement that law enforcement must complete.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models
- SAFE - 24/7/365 Operational Excellence

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29.27 Police Vehicle (Mobile) Radios & Utilities CS&A 800 MHz Radios (combined offer) - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $1,965,000
2026 - $1,026,380

Funding this collaborative offer will begin the replacement program ($4,500,000 over four years) which will provide 300 mission-critical vehicle radios for Police Services' first responders and will replace the entire inventory (354) of hand-held and mounted radios in Water & Electric Utilities. Both service areas recognize the value of a combined offer for securing the best pricing, service, and priority from the vendor. A continuing enhancement offer will be authored for the 2027-2028 budget cycle so that the replacement program can be completed.

Radio communications are the primary means for transmitting critical information between police officers and dispatchers and between the officers themselves. These devices allow officers and community service officers to receive and communicate life-saving information along with more routine information required to maintain community safety. Utilities personnel similarly utilize their radios to coordinate responses, both routine and emergency, as they service our community's infrastructure.

There is no other public safety communications system with the same reliability and access. The ability to transmit information regarding in-progress calls and evolving situations is critical for responding personnel in both service areas. As dynamic situations change, immediately broadcasting information over the radio system allows responders to approach the event, an individual, or situation with prompt and vital information. Finally, police personnel utilize this system to coordinate with law enforcement, fire, and ambulance partners allowing for critical interoperability at the regional and state levels.

Recognizing the great expense of these devices, Police and Utilities will collaborate on purchasing reasonable numbers of radios in both areas each year of the budget cycle. This plan balances the reality of budget constraints with the risk of some radios passing their support date (12/31/25) before they can be replaced.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models
- SAFE - 24/7/365 Operational Excellence
- HPG - 24/7/365 Operational Excellence

29.28 Police: 1.0 FTE - Emergency Services Dispatcher - *Offer Type: Enhancement* - Funded

2025 - $0
2026 - $0

* The funding source for this offer will be through Poudre Fire Authority (PFA) via the City of Fort Collins IGA renegotiation.

The Emergency Services Dispatcher position provides 24/7 emergency and non emergency dispatching services to the community, 365 days a year. Fort Collins 9 1 1 (FC911) dispatches for Poudre Fire Authority (and its ambulance provider) and Fort Collins Police, as well as City Parks and Natural Area Rangers and Transfort Transit Security Officers. Emergency Services Dispatchers are responsible for answering, triaging and sending help to those who call 9 1 1, or call non emergency numbers for assistance. In 2023, over 213,000 telephone calls were processed through the center, of which 78,000 were 911 calls. These calls resulted in 27,000 Fire/EMS calls for service, and nearly 80,000 law-related calls for service. FC911 is an accredited center and the dispatchers are nationally certified in Emergency Medical Dispatching (EMD), which provides medical instructions to callers prior to the arrival of EMS personnel. In 2023 callers were provided CPR instructions 148 times.

The current staffing allocation is 30 dispatchers; this level only allows for a minimum number of dispatchers: four from 7 a.m. to 3 a.m. and three from 3-7 a.m..

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These numbers do not allow for the radio dispatcher to have their focus solely on their responders and the calls they are dispatching for; they also are tasked with answering incoming phone calls at the same time, which may direct their attention away from the caller or the responder. This is critical for first responder safety as well as the service level to the caller. The ability to provide an increased level of service and remove phone answering from radio dispatchers is not feasible without additional staff.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models
- SAFE - 24/7/365 Operational Excellence

39.1 West Nile Virus Program Management - *Offer Type: Ongoing* - Funded

2025 - $391,315

2026 - $401,098

City Council adopted resolutions in 2003, 2004, 2008, 2014 and 2018 directing City staff to implement actions to reduce community risk of contracting West Nile virus (WNV). Risk reduction measures include breeding site reduction and environmentally friendly mosquito larvae control, GIS mapping, and the development of a nearly Citywide trapping network to ascertain population changes and areas of weekly WNV risk. 53 traps are set and collected weekly with samples tested for the presence of WNV by the Ebel Lab in the College of Veterinary Medicine and Biomedical Sciences at Colorado State University.

This offer funds proactive measures to reduce the frequency and geographic extent of adult mosquito spraying applications recommended by the Larimer County Department of Health & Environment Department (LCDHE) Director and conducted under the authority of a declared local public health emergency. However, it does not fund adult mosquito spraying. If LCDHE recommends adult mosquito treatment to mitigate WNV risks, the City's emergency funds are used. The need to spray adult mosquitos varies greatly year to year and if included would leave substantial money unspent.

A Technical Advisory Committee (TAC) provides annual program assessments and identifies improvements. The TAC is composed of experts from the Centers for Disease Control, the LCDHE, Colorado State University, and interested residents. These "plan, do, check, act" reviews contributed to historic improvements such as an increase in the larval control boundaries, increased financial resources for education and outreach, targeted outreach at trailheads, and the development of a business opt out program.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

39.2 West Nile Virus Enhancement - *Offer Type: Enhancement* - Unfunded

2025 - $42,120

2026 - $43,173

The West Nile virus (WNV) trapping network, developed in 2004, consists of 53 traps with a designed distribution of one trap per square mile. With the City's growth over the past 20 years, 12 square miles do not have mosquito traps. Without a trap in an area, data does not exist, and therefore the Larimer County Department of Health and Environment (LCDHE) has no basis on which to make a recommendation to treat an area for mosquitoes. Without data, the default decision is to leave an area untreated. Potentially high-risk areas are not treated, which may pose a significant risk to community members. These gaps represent substantial inequities in how West Nile risk is mitigated in different neighborhoods within Fort Collins.

The mosquito trapping and data network is an exceptionally robust surveillance network that far exceeds the average mosquito abatement program across the nation. However, this community's program is not a mosquito abatement program, it is instead a West Nile virus mitigation program founded on data,

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transparency and the delivery of public health services with a foundation of environmental and human health responsibility. Once mosquitoes are trapped, the Ebel Lab at Colorado State University tests the samples for WNV DNA. Test results are then provided to LCDHE for analysis. While this offer does not fund adult mosquito treatments, it would fund development of the data on which county public health staff rely.

In addition to the increased trapping and testing, funds are requested to increase public outreach through direct mailings. Direct mailings are the most successful method to reach community members of limited mobility and limited access to traditional media. These bi lingual direct mailings will increase general WNV awareness as well as provide a prompt for the public to sign up for Larimer Emergency Telephone Authority (LETA) notifications for spraying events.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

50.1 Municipal Prosecution - *Offer Type: Ongoing* - Funded

2025 - $671,684

2026 - $694,547

Beginning with the 2020 budget, the prosecution function was separated from the City Attorney's Office (CAO) General Legal Services budget and essentially all costs specifically related to the Prosecution Team are included in this offer. Separating the two functions of the CAO allows a clearer link between these services to appropriate strategic objectives and related services in the Safe Community outcome.

The CAO represents the City in all legal proceedings, including heavy and significantly increasing caseloads in Municipal Court. Prosecution workload is directly affected by City enforcement activities, including programs such as red light and speed cameras, nuisance code enforcement and criminal violations. With ongoing evolution in the system of criminal and civil enforcement under the City Code, this role has continued to grow and change.

The effects of ongoing changes to state law have significantly impacted Municipal Court and prosecution work over the last few years, such as increasing the number of cases filed in Municipal Court; the rise in the number of cases that qualify for court appointed defense counsel, which then increases the number of court appearances; additional requirements for handling cases with competency issues; and the increase of body worn camera use by police and other officers. These changes continue to make cases more time consuming for not only the Court but also the prosecutors and CAO administrative staff who must process and review an increased number of reports and significant hours of evidence for each case.

The prosecution team is instrumental in the function and success of The Right Track Program, a specialty court to support persons experiencing homelessness, and other alternatives in responding to violations of the Code. Since 2022, there have been multiple other specialty court programs added, which further increase the time involved for the Prosecution team.

This Offer supports the following Strategic Objectives:

- HPG - 24/7/365 Operational Excellence
- SAFE - 24/7/365 Operational Excellence

50.2 City Attorney's Office: 1.0 FTE Police Advisor - *Offer Type: Enhancement* - Funded

2025 - $151,119

2026 - $189,464

The CAO advises, represents and provides legal services to the officers and employees of the City organization in their roles and responsibilities. This work calls for a legal team with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of legal services provided by the CAO is critical to ensure City Council priorities and organizational objectives are advanced.

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Police work is a critically complex function that carries some of the highest legal liability and safety risks for the City. A recent survey found 18 out of the top 20 Colorado cities have a full-time PLA and some of the larger cities have multiple PLAs. As the fourth-largest Colorado city, Fort Collins is behind in staffing this critical role as a full time standalone position.

A PLA provides on-the-spot and on-demand legal advice to the Chief of Police, executive staff, and officers and personnel of all ranks within FCPS; analyzes civil liability potential of FCPS policies and procedures; and provides formal legal opinions, advice, training and other support to FCPS and other City departments.

Policing has shifted to add innovative programs like MHRT and HOPE. These require significant of research; development of agreements, code and policies; and implementation. Increasing scrutiny and regulation has resulted from significant criminal justice legislation that directly impacts public safety and policing. Short windows for adapting to these new requirements and limits, ongoing challenges that emerge from them, and frequent case law developments impact policing on every level.

The CAO does not have the staff to support these FCPS legal needs, which includes critical work on new largescale programs, trainings, updating outdated policies, operating agreements, municipal code updates and immediate time-sensitive requests that supplant even high priority tasks. Previous BFO Enhancement Offers for this position in 2021 and 2022 were not funded.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

51.1 Emergency Preparedness & Security Office - Administration, Operations, and Special Events - *Offer Type: Ongoing* - Funded

2025 - $1,167,741

2026 - $1,203,577

The Office of Emergency Preparedness & Security (EPS) provides emergency management programming that supports community preparedness and response. The program supports other City departments in assessing resiliency and mitigating risk related to all hazards. It also supports endeavors such as creating Citywide crisis operations and communication protocols and integration with regional partners. A significant emphasis in 2025 and 2026 will be increased community outreach and education.

EPS provides centralized security and safety programming across City missions with an emphasis on technology, policy and training, and threat assessment and management. EPS leads all access control and camera management, including access protocols and providing IDs/access cards Citywide. This is a critical program, and the benefits of a centralized approach have been significant for the organization. This program has resulted in significant cost savings and operational efficiencies and effectiveness in areas such as contract security management, security technology maintenance and replacement, and threat will management. All City departments now rely on EPS to help coordinate these efforts to support their missions.

EPS also manages all special event permitting and related safety planning and compliance. This involves coordinating all support efforts from impacted City departments and extensive community outreach to educate and manage expectations from events. It also involves creating partnerships with event producers and promoters, supporting their efforts to put on successful events, while creating clear safety and security expectations driven by industry standards. This program has been very successful and is recognized nationally for its effectiveness and forward thinking programming.

The multi discipline focus used by EPS is unique to the industry, but very effective and consistent with supporting the uniqueness of Fort Collins while ensuring best practices are pursued.

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This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

51.2 EPS: 1.0 FTE Security Systems Technician - *Offer Type: Enhancement* - Unfunded

2025 - $109,202

2026 - $78,292

Since 2021 EPS has been aware that considerable security technology-related maintenance, repairs and upgrades were happening across the organization on an ad hoc, as needed basis by departments. The vast majority of these efforts are not budgeted but taken from departmental general funds. They were spread out over numerous vendors and there was no coordinated effort to maximize efficiencies when these requests were made. There is no strategic, planned preventative maintenance taking place, thus increasing the potential for needed repairs and upgrades. Across the City there has been no asset management program or replacement schedule for these critical infrastructure systems.

Part of the solution was to go to a dedicated vendor for such services and that was accomplished through an EPS-led RFP. Efficiencies have been realized. Prior years showed one-off repairs, upgrades and installations that varied annually between $200,000 and almost $400,000 for just one vendor, and there were several. An attempt was made to analyze finances for these types of services in the past, but the system is not user friendly and not all services were documented the same way. Still, the numbers found were compelling. For 2023, it appears that services were maybe below the $200,000 mark. That said, there is almost no preventative maintenance or scheduled replacement occurring, creating the on demand requests that drive up costs. It is a reactive approach, creating poor results and extra costs.

The vendor has been responsive, but scheduling is a challenge and some critical requests have to wait. This offer is essentially a redeployment. There is clear evidence to indicate a dedicated maintenance and replacement technician will save the organization significant funds, provide better service and allow an asset management approach to security technology. This request funds 1.0 FTE and needed equipment.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

51.3 EPS: 1.0 FTE Preparedness/Security Specialist - Utilities Focused - *Offer Type: Enhancement* - Funded

2025 - $75,430

2026 - $99,759

Prior to the creation of EPS, utilities departments did their own preparedness and security programming. The work was often done as an aside to a primary duty. It was not always centralized and efficiencies and outcomes were not achieved.

EPS has worked to fill gaps and progress has been made through collaboration and partnership. There is significant buy in to a centralized approach to preparedness and security. EPS is assisting or taking the lead on significant programs, but capacity and subject matter expertise is becoming a challenge. EPS no longer has the capacity for the demands in the areas of water, light and power, and broadband. The size and scope of the Utilities service areas require full-time attention for subjects such as continuity of operations, gap analysis, mitigation and preparedness, and response support.

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The federal government is currently warning utilities providers of potential threats, asking to elevate security programming in the areas of infrastructure protection, IT protection and technology integration. EPS is taking on significant work related to project management around security technology. It is a challenge, and the EPS director is stepping into that gap right now. That is not a sustainable model nor one that can provide the best results.

Utilities staff is asking for more support from EPS to provide training and exercises and to assess and analyze gaps in daily operations and incident response. Though EPS is supporting regional efforts and integration, there is not more staff time to provide foundational programming specific to utilities.

Were the utilities departments standalone, they would likely have multiple dedicated staff in each area, broken out by water and light and power/broadband. The EPS model will leverage support and resources so that one specialist can focus on supporting all the different missions. Those missions are considered critical and have specificity that requires focused effort.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- SAFE - 24/7/365 Operational Excellence

62.1 Municipal Court Services: General and Camera Radar/Red Light Caseload - *Offer Type: Ongoing* - Funded

2025 - $1,934,736

2026 - $1,992,378

Cases in Municipal Court are filed by Fort Collins Police Services (FCPS), CSU Police Officers, NOCO Humane Society Officers, Parks and Natural Areas Rangers, Code Compliance Officers, Utility Compliance Officers, Parking Enforcement Officers, and Poudre Fire Authority personnel. Occasionally, civil cases are filed by the public or the City Attorney's Office. Court staff process each case with integrity and impartiality and treat all individuals with courtesy and respect.

In 2023, the Court processed over 21,400 CR/RL cases. This caseload is expected to increase significantly in the third quarter of 2024. FCPS will be requesting that the City Council adopt a new 2023 CR/RL State Law allowing police services to create new traffic corridors and allow the technology used by the red light intersections to issue both red light and speeding violations 24/7/365. This will have a significant impact on the Court. A BFO enhancement offer (29.21) will be created by FCPS for consideration, which would add additional clerk and judicial resources to the Court.

In 2023, the Court processed over 8,400 case filings, an 8% increase over 2022. Case processing includes customer service interactions, data entry, payments, processing motions, customer correspondence, scheduling hearings, addressing failures to appear/pay/comply with conditions, Zoom and in person hearings, CCIC warrant entry and clearance, courtroom clerk minute orders, and case document management. This caseload is likely to increase as the community continues to grow, officers are added to the police force, additional ordinances are added to the City Code, and more specialized sentencing programing is added by the Court.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

62.2 Municipal Court Services: Specialized Services - *Offer Type: Ongoing* - Funded

2025 - $436,269

2026 - $443,488

This offer includes funding for two 0.75 FTE Probation Officer positions. This offer also includes the annual expense of prisoner video advisements, prisoner

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bonding services, and reserved jail bed space at the Larimer County Jail. These probation positions and the services provided by the Larimer County Jail are critical to the Court's ability to offer alternative sentencing programing, and sentence defendants with misdemeanor type violations effectively and creatively while balancing compassion with accountability.

Probation Officers provide intensive, personalized case management that is designed to benefit both the offenders and the community. By utilizing restorative and rehabilitative services balanced with appropriate supervision, the Probation Division creates programing that helps an individual work toward personalized goals which may include stabilizing their health, substance treatment, identifying job opportunities, and connecting them with community services or housing resources. This complex case management helps individuals work toward productive, law-abiding lives within the community, decreases recidivism, and provides additional alternative sentencing options for prosecutors and judges.

The City has contracted with the Larimer County Sheriff's Office for the use of the Larimer County Jail since 2018. Services provided by the jail include prisoner video advisements, bonding costs associated with arrested individuals, and bed space for defendants who are being held on only Municipal Court warrants or who have been sentenced to serve jail as a penalty. Although a jail sentence is not a typical sentence for Municipal Court offenders, it is critical to the effectiveness of the judicial system to have jail as a possible penalty for repeat offenders who do not want to participate in alternative sentencing options or who fail to comply with community-based supervision.

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

62.4 Municipal Court: Judicial Services - *Offer Type: Enhancement* - Funded

2025 - $34,906

2026 - $36,129

This offer funds an additional .20 FTE in hourly Assistant Municipal Judge funds for the Court. Offer 62.1 funds the 1.0 FTE Chief Municipal Court Judge, who is also the Service Area Director, Liquor Licensing Authority, Marijuana Licensing Authority, and will assist with Natural Medicines including the Licensing Authority if required by Code. This offer funds additional judicial hours needed when Assistant Judges are required to cover for the Chief Judge when she is on leave or attending training or City Leadership meetings.

Increases made to the Court's hearing schedule, which includes over 40 different types of hearings that can be scheduled in any week; the increase of Zoom hearing requests by both pro se and defense counsel; an increase in the number of interpreter cases; the filing of new Civil enforcement cases; the creation of new specialized sentencing programs that are time- and staff-intensive; impacts from new and existing State laws that increase the complexity of the Court's work, including the sealing of more cases; increasing the number of weekly prisoner videos; and increasing the number competency requests has created the need for an Assistant Municipal Judge to appear twice weekly instead of once weekly to supplement the judicial capacity of the Court.

In 2024, enforcement activities have increased the general caseload filings by 29% and the Camera Radar Red Light caseload by 42%. A change in the state law regarding camera enforcement will significantly increase this caseload if City Council adopts the new ordinance. The Chief Judge is working on the Court’s new Drug Court program, helped create the new HARP programing, and is working with the Court Administrator on a new case management system and a long term renovation project.

This hourly funding is required by the Court to promote a healthy work-life balance for the Chief Judge and ensure the Court has enough judicial capacity to meet the increasing volume of judicial responsibilities.

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This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

62.5 Municipal Court: RTC Program and Competency Evaluations - formerly ARPA funded - *Offer Type: Enhancement* - Funded

2025 - $37,200

2026 - $38,571

In late 2021, the Court implemented a new alternative sentencing program, Restorative Traffic Circle. The program provides young individuals (ages 20 and under) with serious traffic offense(s) cases in Municipal Court an option to address their violations in a meaningful way:

- Cases are referred to the program during Court hearings as a part of the prosecution's pretrial offer. The program consists of three parts: Impact, Accountability, and Action Plan. Upon successful completion of the program, part of their case will be dismissed and a conviction to a reduced infraction will be reported on their driving record.
- During the impact section of the program, defendants, parents and supporters listen to an educational presentation provided by a panel of speakers (first responders, victims, community members) who have been impacted by traffic offenses.
- During the accountability section of the program, defendants meet in small group settings (defendants, parents, community members) to talk about the incident, how it affected themselves, family members and/or the community. These conversations are facilitated by trained restorative justice facilitators.
- During the action plan section of the program, the defendant creates a personalized action plan to address the impact of the incident on themselves, their family and the community. The action plan will be approved by probation staff and consist of 20 restorative hours including 8 hours of community service.

Whenever the question of a defendant's competency to proceed is raised by either party or on the Court's own motion, the Municipal Judge orders a qualified provider to complete a competency evaluation as required by State and Constitutional laws. These laws have been updated, which has had a significant impact on the number of evaluations requested. To date over three dozen competency evaluations have been performed and cases dismissed when a defendant has been found incompetent to proceed.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

62.6 Municipal Court: Redeploy Security 2.0 FTE - *Offer Type: Redeploy* - Funded

2025 - $0

2026 - $0

The Fort Collins Municipal Court schedules over 40 different types of hearings weekly. The Court's business hours are 8 a.m. to 4 p.m. Monday through Friday, except for Thursdays when the Court closes at 3 p.m. The Court has hearings scheduled each weekday and multiple times each day. At least two days a week, the Court has more than one judicial officer working on different hearing dockets.

The Court currently uses contract security services through the City's Emergency Preparedness & Security Office to screen individuals appearing in the Court Clerks' Office. The duties and responsibilities of the security vendor are to provide a security presence for the Municipal Court area, which will include using security screening equipment, directing defendants to the electronic kiosk for check in, answering basic customer inquiries, and maintaining controlled key access to the public restrooms. The security officers may escort customers to clerk windows, the courtroom or waiting areas, and will perform routine checks of the area. The Court's contract officers also perform daily security checks throughout the entire 215 N. Mason St. building and though the first floor of the 222 Laporte Ave. building several times a day. Security officers must have the ability to effectively meet and interact with the public and communicate in a professional manner both verbally and in writing, along with the ability to handle stressful situations. Officers are trained in basic CPR, First Aid and the use of

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Narcan. The security vendor provides the Court two security screeners each day to complete these duties.

To maintain a consistency with personnel assigned and the training of these individuals, plus the ability to assign additional responsibilities including CCIC entry/warrant clearance and other duties, the Court would like to redeploy the funding used for this contract and hire two full time, or a combination of full- and part time City employees to complete this essential work.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

64.1 Park Ranger Program - *Offer Type: Ongoing* - Funded

2025 - $390,203

2026 - $402,948

This offer will fund the Park Ranger Program. The program currently consists of 1 Lead Park Ranger and 3 Park Rangers. The Park Ranger staff act as park and paved trail ambassadors for parks and trail users, visitors and those who sometimes need a helping hand; serve as liaisons among maintenance staff and community members; are visibly active, knowledgeable, educational resources for the public regarding allowable park use; and have authority to enforce relevant City code, parks rules and regulations.

Park Ranger staff currently patrol 47 neighborhood parks (with 1 2 more by end of 2025), 7 community parks, and 47 miles of hard surface trails spread over approximately 36 square miles. Since its inception, the program's jurisdiction has expanded to all areas maintained by the Parks Department, including two Cemeteries, three Golf Courses, several recreation facilities, miles of streetscapes/medians, and the Downtown maintenance area, including Oak Street Plaza and Civic Center Park.

Time is spent working on homelessness issues such as illegal camping, drug and alcohol use, abandoned property, transient camp clean ups and vandalism; disruptive student behavior in parks; and dog off leash issues. This has greatly impacted Park Ranger resources that would normally be allocated to performing routine patrols across the entire parks system. Most patrols are currently directed to specific problems/issues occurring in parks or on trails.

The scope of the program requires interaction and collaboration with Police Services, Natural Areas Trails Rangers, Social Sustainability, the Downtown Development Authority, social service providers and Poudre School District.

This offer provides a vital service to the community; is essential to the safety of Parks staff, community members, visitors, people in need of information about available resources and where to find those resources, and to the security and longevity of valuable City and Parks Department infrastructure.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- SAFE - 24/7/365 Operational Excellence

64.2 Encampment Cleaning and Prevention - *Offer Type: Ongoing* - Funded

2025 - $179,375

2026 - $183,859

The homeless/transient environment has changed rapidly in the last 10 years. Encampments contain a wide variety of hazardous materials that need to be

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removed for public safety. These materials include needles, soiled clothing, human waste and drugs that must be handled and disposed of in the proper manner. Due to the hazards found in these sites, a private company has been contracted to conduct the cleanup portion of the work. This protects the public and City employees from the dangers associated with these sites.

Disruptive behaviors of people who are transient or experiencing homelessness have become a focal point for the community. As part of a larger effort to make homelessness rare, brief and non recurring, this offer focuses on providing safe spaces for everyone in the community. Part of this effort includes connecting individuals with services to assist with bringing people out of homelessness. Homeless Resource Guides are provided to individuals contacted during these operations.

Community members report concerns about unwanted behaviors, and Police, Natural Areas, Parks and Code Enforcement spend a growing amount of time addressing these complaints. The prevention portion of this offer focuses on restricting access to areas where camps are created repeatedly. For example, the Larimer County #2 Ditch that flows through a buried culvert section near Red Lobster has become one of those areas where camps are repeatedly created. Stormwater created and installed a grate that restricts access on the downstream side of the tunnel. By restricting access to this tunnel, it will save $15,000 year over year in cleanup costs. Staff have developed a priority list using the data from past years' cleanup costs to identify priority locations where access could be restricted in a similar way in the future to save on cleanup costs.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents
- SAFE - 24/7/365 Operational Excellence

64.3 Natural Areas Rangers and Visitor Services - *Offer Type: Ongoing* - Funded

2025 - $1,027,301

2026 - $1,059,412

With 52 conserved natural areas and 114 miles of trails, Fort Collins' natural areas provide unique opportunities to recreate, support well being and give residents a deeper understanding of, appreciation for and connection with nature.

The Ranger and Visitor Services work group provides visitor safety and information, natural resource protection and municipal code enforcement seven days a week on trails and in natural areas. In addition, two onsite Rangers provide extended security and site presence at Bobcat Ridge and Gateway natural areas.

Natural Area Rangers are the frontline ambassadors to natural area visitors. They make daily contacts with the public that are friendly/informational in nature, respond to phone inquiries, update social media channels with site conditions and closures, enforce City municipal code, and ensure the protection of wildlife and critical wildlife habitat.

Ranger staff also coordinate the Volunteer Ranger Assistant Program managed cooperatively with the Larimer County Department of Natural Resources. More than 90 Volunteer Ranger Assistants greet visitors, promote outdoor safety and serve as additional “eyes and ears” to steward natural areas and the visitor experience.

Rangers are appreciated by the community. In the 2023 Community Survey, 88% believe that there is quality service from Natural Areas Rangers and 82% feel

SAFE COMMUNITY

safe in Natural Areas and on trails.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

64.4 Natural Areas: 1.0 FTE Ranger - *Offer Type: Enhancement* - Funded

2025 - $123,948

2026 - $83,607

Natural Area Rangers patrol 52 conserved natural areas and 114 miles of trails to provide visitor safety and information, natural resource protection and municipal code enforcement seven days a week. There are currently 8 Rangers (2 Lead Rangers, 6 Rangers) and a Sr. Supervisor responsible for patrolling the 40,000+ acres the Natural Areas Department manages (5,000 acres/Ranger, 30% more than peer open space agencies).

This position is needed to maintain public service in the face of population growth (over 11,000 residents have joined the community since 2017 when the last ranger position was added). Land acquisitions each year mean more acreage for rangers to patrol, including three new natural areas opening to the public by 2027. An additional position will improve Ranger presence and will increase employee safety for challenging responses such as harassment, assaults, drug and alcohol use, indecent exposure, car break ins, stolen bikes and connecting unhoused people to resources.

Additional staffing means Rangers will have an increased ability to patrol, and to support community engagement efforts, emergency response, and assists to other law enforcement agencies. The additional Ranger position will increase availability for daily paired patrols for Ranger safety (important as natural areas span urban to remote settings) and help provide coverage across daylight hours.

In 2023, Rangers logged 4,274 friendly, cordial or informational contacts including phone inquiries. To protect natural resources and public safety, they issued 1,600 warnings and 335 citations or summons. Rangers also engaged in 45 community or emergency response assists. With an additional ranger, 1,000 more contacts are expected annually. Rangers work to develop positive relationships with community members and provide educational information as the preferred strategy. This is reflected in the many more educational/informational contacts as compared to regulatory contacts.

This Offer supports the following Strategic Objectives:

- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

64.5 Parks: 2.0 FTE – Ranger - *Offer Type: Enhancement* - Unfunded

2025 - $178,209

2026 - $231,739

This offer funds needed additional personnel resources for more efficient and effective Park Ranger patrol coverage across the ever growing parks and paved trail system. The current Park Ranger staff of 1 Lead Park Ranger and 3 Park Rangers are responsible for patrolling 46 neighborhood parks, 7 community parks, and almost 50 miles of hard surface trails across approximately 36 square miles. Since its inception, the program’s jurisdiction has grown to all areas maintained by the Parks Department including two cemeteries, three golf courses, several recreation facilities, multiple streetscapes and medians, and the Downtown area.

The scope of work has also expanded as the program evolves and gains complexity. Working with homelessness issues, drug and alcohol concerns, vandalism, loitering student activities, and interaction and partnerships with Fort Collins Police Services, Natural Areas Rangers, social service providers, Social Sustainability, and Poudre School District have increased the scope and job duties of the program. Time spent working on homelessness issues, disruptive student behavior, and patrols directed toward specific issues has greatly reduced Rangers' ability to perform routine patrols across the parks system.

SAFE COMMUNITY

Current staffing consists of seven day coverage across the system, but most sites seldom have a Ranger presence due to the high volume of daily specific issues. This offer would improve time spent on routine patrols, when Rangers have the best opportunity for consensual contact, friendly encounters and public educational situations – the “ambassador” moments that are the heart of the program’s mission.

The requested positions will increase Park Ranger presence in the entire system, provide more resources to increase routine patrol time and still deal effectively with specific issues, provide consistent coverage of the entire system during staff time off and create opportunities for extended evening patrols during high use times on weekends.

This Offer supports the following Strategic Objectives:

- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats
- C&R - 24/7/365 Operational Excellence
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

70.1 Poudre Fire Operation, Maintenance & Capital (General Fund) - *Offer Type: Ongoing* - Funded

2025 - $41,119,524

2026 - $42,070,635

This offer is for the City's contribution of resources to Poudre Fire Authority (PFA). The City contributes funding for PFA's operations, maintenance and capital costs in accordance with a revenue allocation formula (RAF) set forth in an intergovernmental agreement between the City and the Poudre Valley Fire Protection District (PVFPD), which establishes the PFA. With the exception of a few specific costs agreed upon between PFA and the City (two full-time Emergency Communications Dispatcher positions and some costs to support them, as well as $20k toward the Lead Homelessness Specialist position in Social Sustainability), the PFA Board of Directors determines PFA's budget and the use of the funding contribution determined by the RAF.

Services provided by PFA include emergency medical response, fire protection and prevention (inspections, investigations and permit review), hazardous materials response, technical rescue response, wildland fire response, public affairs and education, and more. Additional costs include training, apparatus maintenance and facilities maintenance, along with administrative and support services (human resources, financial services, information technology, occupational health and safety).

This Offer supports the following Strategic Objectives:

- SAFE - 24/7/365 Operational Excellence

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Transportation & Mobility

Fort Collins provides a transportation system that moves people and goods safely and efficiently while being accessible, reliable and convenient.

- **Transfort / Dial-a-Ride**
- **Multimodal Transportation**
- **Street Maintenance**
- **Capital Improvements**

Overview

This budget maintains high-priority transportation and mobility services such as Transfort, Dial-A-Ride and other public transit services, as well as traffic management, street maintenance, snow removal and street sweeping. The strategic objectives for the Transportation & Mobility Outcome, as outlined in the 2024 Strategic Plan, are as follows:

T&M 24/7/365 Operational Excellence

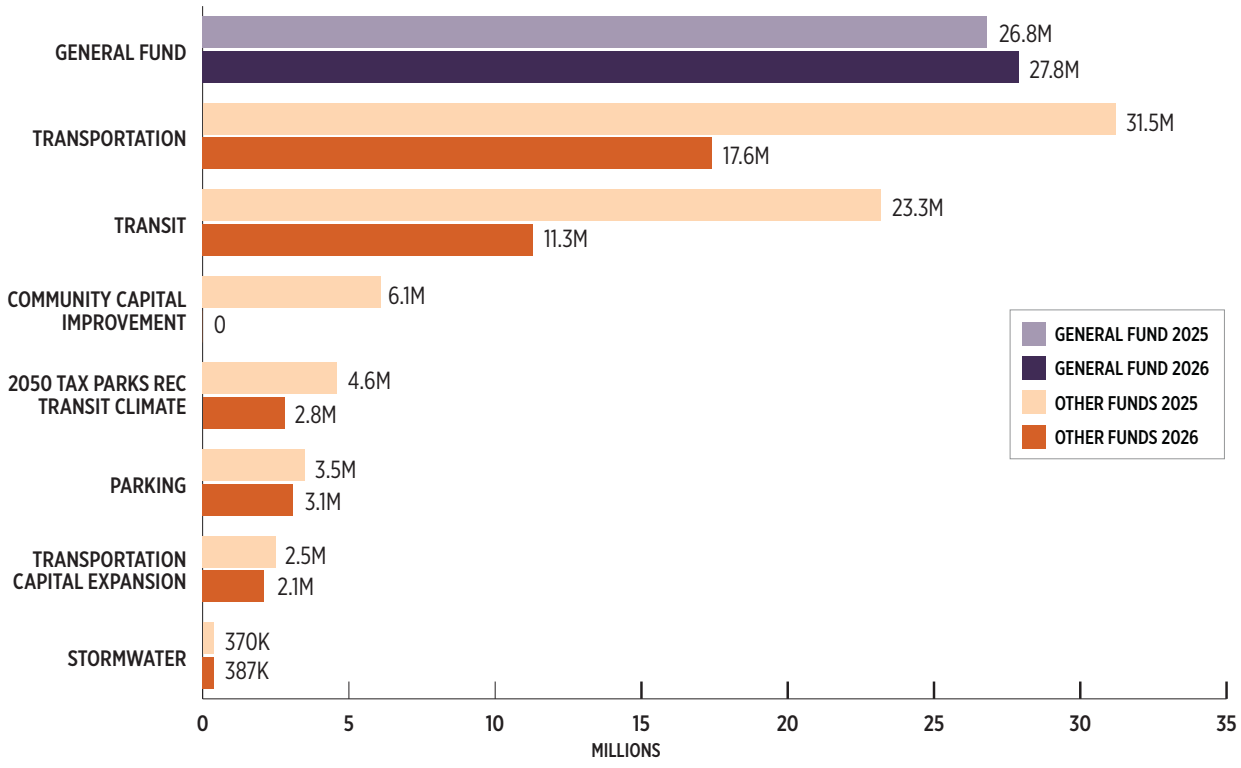
T&M 1 Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins.

T&M 2 Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving.

T&M 3 Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city.

2025 GENERAL FUND & OTHER FUNDS – $98.7M

2026 GENERAL FUND & OTHER FUNDS – $65.1M



Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat Obj.	2025	2026
19.5	CCIP - Bicycle Infrastructure	T&M 1	$1,300,000	$0
19.7	Shift Your Ride Program	T&M 2	$150,000	$150,000
19.8	FC Asphalt Art Program (offer is $62,500 per year, partially funded from existing appropriations)	T&M 1	$9,500	$9,500
19.10	Active Modes Plan Infrastructure Implementation	T&M 1	$1,680,000	$0
19.11	Adaptive Program Specialist for Safe Routes to School and FC Moves	T&M 1	$28,639	$29,928
20.4	CCIP - Arterial Intersections	T&M 1	$1,300,000	$0
20.5	CCIP - Pedestrian Sidewalk - ADA	T&M 1	$2,400,000	$0
20.13	Power Trail at Harmony Road Grade-Separated Crossing	T&M	$673,371	$0
20.15	Turnberry Road and Suniga Road Extensions	T&M	$0	$200,000
21.7	Redeployment and Work for Others: 4.0 FTE Traffic Control and Flagging Services	T&M	$99,949	$198,852
21.8	Redeployment and Work for Others: 10.0 FTE Asphalt Patching Crew	T&M	$578,206	$700,154
21.9	PDT Active Modes Facility Maintenance	T&M	$257,233	$193,964
21.10	Snow Removal Equipment for Utilities Trucks	T&M	$112,500	$118,250
25.2	Street Maintenance Program: Harmony Road Asphalt and Concrete Rehabilitation - Timberline Road to College Avenue	T&M	$3,447,039	$0
53.9	Traffic - Grant Match - Highway Safety Improvement Program (HSIP)	T&M 1	$0	$177,189
53.10	Neighborhood Transportation Safety: Enhanced	T&M 1	$300,000	$300,000
65.3	Poudre Express Regional Transit Service Partnership	T&M 2	$120,000	$120,000
65.6	CCIP – ADA Bus Stop Improvements	T&M	$100,000	$0
65.16	DTC On-Route Charging - CMAQ Funded	T&M	$1,931,000	$0
65.17	CRP Funds – ADA Bus Stop Improvements	T&M	$550,377	$0
65.18	Foothills Transit Station Project - RAISE Funding	T&M	$11,713,570	$0
65.19	CCIP - Transfort Bus Fleet Replacement	T&M	$1,000,000	$0
65.20	Transfort Routes 11/12	T&M 2	$497,460	$497,460
65.22	Transfort: 4.0 FTE - Additional Transit Security Officers	T&M 2	$0	$316,012
65.21	Transfort Sunday and Holiday Service	T&M 2	$0	$300,000

66.3	Civic Center Parking Structure Preventative Maintenance and Repairs	T&M 3	$25,000	$25,000
66.7	Civic Center Parking Structure Reserve Deficit/Replenishment	T&M 3	$500,000	$0
66.8	Parking: Fixed License Plate Recognition	T&M 3	$195,000	$195,000
66.9	Old Town Parking Structure Preventative Maintenance and Repairs	T&M 3	$90,000	$90,000
		TOTAL	**$29,058,844**	**$3,582,420**

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but were not included in Ongoing Offers*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	19.1 - FC Moves Mobility Management	734,230	120,629	0	613,601	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.2 - Safe Routes to School	242,947	208,385	0	34,562	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.3 - Active Modes Program	559,915	498,983	0	60,932	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.4 - FC Moves Education & Engagement	174,175	157,034	0	17,141	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.6 - School Crossing Guard Program	94,350	94,350	0	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	20.1 - Capital Projects Division and Administration	594,976	0	0	594,976	0
	Offer Type: Ongoing				*Transportation*	
Not Ranked	20.2 - Bridge Replacement Program (Minimum)	1,700,000	0	1,700,000	0	0
	Offer Type: Asset Management-Ongoing					
Not Ranked	20.3 - Transportation Capital Expansion Fee Program	1,858,545	0	0	1,858,545	0
	Offer Type: Ongoing				*Transportation CEF*	
Not Ranked	20.6 - Railroad Crossing Maintenance	128,125	128,125	0	0	0
	Offer Type: Asset Management-Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	20.8 - Engineering Administration	548,215	0	0	548,215	0
	Offer Type: Ongoing				*Transportation*	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	20.9 - Engineering Survey Division Offer Type: Ongoing	452,435	0	0	452,435 *Transportation*	0
Not Ranked	21.1 - Street Maintenance Program Offer Type: Asset Management-Ongoing	17,672,657	0	6,289,423	11,033,234 *Transportation*	350,000 *Transportation*
Not Ranked	21.2 - Snow and Ice Removal Offer Type: Ongoing	2,013,739	0	451,987	1,561,752 *Transportation*	0
Not Ranked	21.3 - Essential Street Operations Offer Type: Ongoing	3,825,074	458,689 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	670,725	2,528,994 *Transportation*	166,666 *General Fund*
Not Ranked	21.4 - Street Sweeping Offer Type: Ongoing	986,086	0	615,967	370,119 *Stormwater*	0
Not Ranked	21.5 - Planning, Development & Transportation (PDT) Work for Others Offer Type: Ongoing	5,420,835	0	0	5,420,835 *Transportation*	0
Not Ranked	25.1 - Harmony Road Maintenance Offer Type: Asset Management-Ongoing	221,661	0	0	0	221,661 *Transportation*
Not Ranked	53.1 - Traffic Engineering Offer Type: Ongoing	1,389,189	0	0	1,389,189 *Transportation*	0
Not Ranked	53.2 - Traffic Signals Offer Type: Asset Management-Ongoing	1,202,837	380,000	0 *Camera Radar*	822,837 *Transportation*	0
Not Ranked	53.3 - Traffic - Signs and Pavement Markings Offer Type: Asset Management-Ongoing	1,247,121	0	0	1,247,121 *Transportation*	0
Not Ranked	53.4 - Traffic Operations Equipment Offer Type: Asset Management-Ongoing	354,801	165,424 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	127,270	29,482 *Transportation*	32,625 *Transportation*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	53.5 - Traffic - Neighborhood Transportation Safety	220,375	220,375	0	0	0
	Offer Type: Ongoing			*Camera Radar*		
Not Ranked	56.1 - Parks: Streetscape Maintenance	1,228,263	10,000	1,213,263	5,000	0
	Offer Type: Ongoing			*Park Fees*	*Transportation*	
Not Ranked	65.1 - Transit Fixed-Route Network	19,369,221	3,190,583	8,415,176	7,763,462	0
	Offer Type: Ongoing			*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	*2050 Tax Parks Rec Transit OCF Transit Services*	
Not Ranked	65.2 - Game Day Transit Service	100,000	0	0	100,000	0
	Offer Type: Ongoing				*Transit Services*	
Not Ranked	65.4 - Midday and Weekend FLEX to Boulder Bus Service	1,047,345	0	0	1,047,345	0
	Offer Type: Ongoing			*2050 Tax Parks Rec Transit OCF Transit Services*		
Not Ranked	65.5 - Transfort: Capital Assets & Projects	1,618,733	0	347,747	1,270,986	0
	Offer Type: Ongoing				*Transit Services*	
Not Ranked	65.7 - Dial-A-Ride	1,923,352	429,327	326,892	1,167,133	0
	Offer Type: Ongoing			*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	*Transit Services*	
Not Ranked	66.1 - Parking Services	1,732,278	0	0	1,732,278	0
	Offer Type: Ongoing				*Parking*	
Not Ranked	66.2 - Firehouse Alley Parking Structure	238,757	0	0	238,757	0
	Offer Type: Ongoing				*Parking*	
Not Ranked	66.5 - Civic Center Parking Structure	456,743	0	0	456,743	0
	Offer Type: Ongoing				*Parking*	
Not Ranked	66.6 - Old Town Parking Structure	261,953	0	0	261,953	0
	Offer Type: Ongoing				*Parking*	

TRANSPORTATION AND MOBILITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
33	65.6 - CCIP – ADA Bus Stop Improvements	100,000	0	0	100,000	0
	Offer Type: Capital Project			*Community Capital Improvement*		
34	65.21 - Transfort Sunday and Holiday Service	0	0	0	0	0
	Offer Type: Enhancement			*2050 Tax Parks Rec Transit OCF*		
35	65.22 - Transfort: 4.0 FTE - Additional Transit Security Officers	0	0	0	0	0
	Offer Type: Enhancement			*2050 Tax Parks Rec Transit OCF*		
36	21.9 - PDT Active Modes Facility Maintenance	257,233	0	0	0	257,233
	Offer Type: Enhancement					*Transportation*
38	19.7 - Shift Your Ride Program	150,000	0	0	150,000	0
	Offer Type: Continuing Enhancement			*2050 Tax Parks Rec Transit OCF*		
39	65.3 - Poudre Express Regional Transit Service Partnership	120,000	0	0	0	120,000
	Offer Type: Continuing Enhancement					*Transportation*
40	21.10 - Snow Removal Equipment for Utilities Trucks	112,500	0	0	0	112,500
	Offer Type: 1-Time Enhancement					*General Fund*
42	20.13 - Power Trail at Harmony Road Grade-Separated Crossing	673,371	0	0	0	673,371
	Offer Type: Capital Project					*Transportation CEF*
43	19.5 - CCIP - Bicycle Infrastructure	1,300,000	0	0	1,300,000	0
	Offer Type: Capital Project			*Community Capital Improvement*		
44	20.4 - CCIP - Arterial Intersections	1,300,000	0	0	1,300,000	0
	Offer Type: Capital Project			*Community Capital Improvement*		
45	20.5 - CCIP - Pedestrian Sidewalk - ADA	2,400,000	0	0	2,400,000	0
	Offer Type: Capital Project			*Community Capital Improvement*		

TRANSPORTATION AND MOBILITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
46	21.7 - Redeployment and Work for Others: 4.0 FTE Traffic Control and Flagging Services Offer Type: Enhancement	99,949	0	0	99,949 *City of Fort Collins Transportation*	0 *Transportation*
47	21.8 - Redeployment and Work for Others: 10.0 FTE Asphalt Patching Crew Offer Type: Enhancement	578,206	0	0	578,206 *City of Fort Collins Transportation*	0
48	25.2 - Street Maintenance Program: Harmony Road Asphalt and Concrete Rehabilitation - Timberline Road to College Avenue Offer Type: Asset Management-Enhanced	3,447,039	0	0	0	3,447,039 *Transportation*
49	53.9 - Traffic - Grant Match - Highway Safety Improvement Program (HSIP) Offer Type: 1-Time Enhancement	0	0	0	0	0 *General Fund*
50	65.17 - CRP Funds – ADA Bus Stop Improvements Offer Type: Enhancement	550,377	0	0	538,447 *Transit Services*	11,930 *2050 Tax Parks Rec Transit OCF*
51	65.18 - Foothills Transit Station Project - RAISE Funding Offer Type: 1-Time Enhancement	11,713,570	0	0	11,113,570 *Transit Services*	600,000 *2050 Tax Parks Rec Transit OCF*
52	19.10 - Active Modes Plan Infrastructure Implementation Offer Type: Capital Project	1,680,000	0	0 *2050 Tax Parks Rec Transit OCF*	1,680,000	0
53	65.19 - CCIP - Transfort Bus Fleet Replacement Offer Type: Asset Management-Enhanced	1,000,000	0	0 *Community Capital Improvement*	1,000,000	0
54	65.16 - DTC On-Route Charging - CMAQ Funded Offer Type: 1-Time Enhancement	1,931,000	0	0	1,598,675 *Transit Services*	332,325 *2050 Tax Parks Rec Transit OCF*

TRANSPORTATION AND MOBILITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
55	53.10 - Neighborhood Transportation Safety: Enhanced Offer Type: Enhancement	300,000	300,000 *Camera Radar*	0	0	0
56	66.8 - Parking: Fixed License Plate Recognition Offer Type: 1-Time Enhancement	195,000	0	0	195,000 *Parking*	0
57	66.7 - Civic Center Parking Structure Reserve Deficit/Replenishment Offer Type: 1-Time Enhancement	500,000	0	0	0	500,000 *Parking*
58	66.9 - Old Town Parking Structure Preventative Maintenance and Repairs Offer Type: Asset Management-Enhanced	90,000	0	0	90,000 *Parking*	0
59	66.3 - Civic Center Parking Structure Preventative Maintenance and Repairs Offer Type: Asset Management-Enhanced	25,000	0	0	25,000 *Parking*	0
60	20.15 - Turnberry Road and Suniga Road Extensions Offer Type: Capital Project	0	0	0	0	0 *Transportation CEF*
63	19.11 - Adaptive Program Specialist for Safe Routes to School and FC Moves Offer Type: Enhancement	28,639	0	0	0	28,639 *Transportation*
66	19.8 - FC Asphalt Art Program (offer is $62,500 per year, partially funded from existing appropriations) Offer Type: Enhancement	9,500	0	0	0 *City of Fort Collins*	9,500 *General Fund*
67	65.20 - Transfort Routes 11/12 Offer Type: Enhancement	497,460	0	0 *2050 Tax Parks Rec Transit OCF Transit Services*	497,460	0
	Funded Offers	**98,677,777**	**6,361,904**	**20,158,450**	**65,293,934**	**6,863,489**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2025

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	20.7 - Bridge Program and Traffic Operations 2026 Offer Type: Asset Management-Enhanced	0	0	0 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0
41	21.6 - Snow and Ice Removal Level of Service Offer Type: Enhancement	400,000	0	200,000	0	200,000 *Transportation*
61	56.3 - Parks: Streetscape Infrastructure Replacement Offer Type: Asset Management-Enhanced	400,000	0	400,000	0	0
62	53.7 - PDT Accessibility Program Implementation Offer Type: Asset Management-Enhanced	3,000,000	0	3,000,000	0	0
64	56.2 - Parks: 2.0 FTE Operational Resources for Recent Streetscape Expansion Offer Type: Enhancement	138,142	0	128,117	10,025 *Equipment*	0
65	65.11 - Transfort: Local Fund Match Offer Type: Continuing Enhancement	1,000,000	0	0	0	1,000,000 *Transit Services*
	Unfunded Offers	**4,938,142**	**0**	**3,728,117**	**10,025**	**1,200,000**
	Total Offers	**103,615,919**	**6,361,904**	**23,886,567**	**65,303,959**	**8,063,489**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	19.1 - FC Moves Mobility Management	754,938	238,661	0	516,277	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.2 - Safe Routes to School	250,376	213,245	0	37,131	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.3 - Active Modes Program	577,709	510,586	0	67,123	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.4 - FC Moves Education & Engagement	179,313	160,788	0	18,525	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*		*Transportation*	
Not Ranked	19.6 - School Crossing Guard Program	94,350	94,350	0	0	0
	Offer Type: Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	20.1 - Capital Projects Division and Administration	639,208	0	0	639,208	0
	Offer Type: Ongoing				*Transportation*	
Not Ranked	20.2 - Bridge Replacement Program (Minimum)	1,700,000	0	1,700,000	0	0
	Offer Type: Asset Management-Ongoing					
Not Ranked	20.3 - Transportation Capital Expansion Fee Program	1,876,481	0	0	1,876,481	0
	Offer Type: Ongoing				*Transportation CEF*	
Not Ranked	20.6 - Railroad Crossing Maintenance	131,328	131,328	0	0	0
	Offer Type: Asset Management-Ongoing		*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*			
Not Ranked	20.8 - Engineering Administration	559,279	0	0	559,279	0
	Offer Type: Ongoing				*Transportation*	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	20.9 - Engineering Survey Division Offer Type: Ongoing	469,190	0	0	469,190 *Transportation*	0
Not Ranked	21.1 - Street Maintenance Program Offer Type: Asset Management-Ongoing	6,818,798	0	6,441,609	0 *Transportation*	377,189 *Transportation*
Not Ranked	21.2 - Snow and Ice Removal Offer Type: Ongoing	2,066,616	0	462,387	1,604,229 *Transportation*	0
Not Ranked	21.3 - Essential Street Operations Offer Type: Ongoing	3,905,494	443,179 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	1,257,474	2,204,841 *Transportation*	0 *General Fund*
Not Ranked	21.4 - Street Sweeping Offer Type: Ongoing	1,026,130	0	639,356	386,774 *Stormwater*	0
Not Ranked	21.5 - Planning, Development & Transportation (PDT) Work for Others Offer Type: Ongoing	5,574,613	0	0	5,574,613 *Transportation*	0
Not Ranked	25.1 - Harmony Road Maintenance Offer Type: Asset Management-Ongoing	228,675	0	0	0	228,675 *Transportation*
Not Ranked	53.1 - Traffic Engineering Offer Type: Ongoing	1,429,721	0	0	1,429,721 *Transportation*	0
Not Ranked	53.2 - Traffic Signals Offer Type: Asset Management-Ongoing	1,238,156	0	0 *Camera Radar*	1,238,156 *Transportation*	0
Not Ranked	53.3 - Traffic - Signs and Pavement Markings Offer Type: Asset Management-Ongoing	1,285,986	0	0	1,285,986 *Transportation*	0
Not Ranked	53.4 - Traffic Operations Equipment Offer Type: Asset Management-Ongoing	361,718	201,641 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	83,692	73,574 *Transportation*	2,811 *Transportation*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	53.5 - Traffic - Neighborhood Transportation Safety	225,884	225,884	0	0	0
	Offer Type: Ongoing			*Camera Radar*		
Not Ranked	56.1 - Parks: Streetscape Maintenance	1,277,049	10,000	1,261,899	5,150	0
	Offer Type: Ongoing			*Park Fees*	*Transportation*	
Not Ranked	65.1 - Transit Fixed-Route Network	20,035,962	3,133,289	8,680,491	8,222,182	0
	Offer Type: Ongoing			*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	*2050 Tax Parks Rec Transit OCF Transit Services*	
Not Ranked	65.2 - Game Day Transit Service	100,000	0	0	100,000	0
	Offer Type: Ongoing				*Transit Services*	
Not Ranked	65.4 - Midday and Weekend FLEX to Boulder Bus Service	1,080,000	0	0	1,080,000	0
	Offer Type: Ongoing			*2050 Tax Parks Rec Transit OCF Transit Services*		
Not Ranked	65.5 - Transfort: Capital Assets & Projects	2,928,970	0	585,793	2,343,177	0
	Offer Type: Ongoing				*Transit Services*	
Not Ranked	65.7 - Dial-A-Ride	1,944,381	469,328	344,059	1,130,994	0
	Offer Type: Ongoing			*Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	*Transit Services*	
Not Ranked	66.1 - Parking Services	1,806,933	0	0	1,806,933	0
	Offer Type: Ongoing				*Parking*	
Not Ranked	66.2 - Firehouse Alley Parking Structure	239,405	0	0	239,405	0
	Offer Type: Ongoing				*Parking*	
Not Ranked	66.5 - Civic Center Parking Structure	457,892	0	0	457,892	0
	Offer Type: Ongoing				*Parking*	
Not Ranked	66.6 - Old Town Parking Structure	262,555	0	0	262,555	0
	Offer Type: Ongoing				*Parking*	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
33	65.6 - CCIP – ADA Bus Stop Improvements	0	0	0	0	0
	Offer Type: Capital Project			*Community Capital Improvement*		
34	65.21 - Transfort Sunday and Holiday Service	300,000	0	0	300,000	0
	Offer Type: Enhancement			*2050 Tax Parks Rec Transit OCF*		
35	65.22 - Transfort: 4.0 FTE - Additional Transit Security Officers	316,012	0	0	316,012	0
	Offer Type: Enhancement			*2050 Tax Parks Rec Transit OCF*		
36	21.9 - PDT Active Modes Facility Maintenance	193,964	0	0	0	193,964
	Offer Type: Enhancement					*Transportation*
38	19.7 - Shift Your Ride Program	150,000	0	0	150,000	0
	Offer Type: Continuing Enhancement			*2050 Tax Parks Rec Transit OCF*		
39	65.3 - Poudre Express Regional Transit Service Partnership	120,000	0	0	0	120,000
	Offer Type: Continuing Enhancement					*Transportation*
40	21.10 - Snow Removal Equipment for Utilities Trucks	118,250	0	0	0	118,250
	Offer Type: 1-Time Enhancement					*General Fund*
42	20.13 - Power Trail at Harmony Road Grade-Separated Crossing	0	0	0	0	0
	Offer Type: Capital Project					*Transportation CEF*
43	19.5 - CCIP - Bicycle Infrastructure	0	0	0	0	0
	Offer Type: Capital Project			*Community Capital Improvement*		
44	20.4 - CCIP - Arterial Intersections	0	0	0	0	0
	Offer Type: Capital Project			*Community Capital Improvement*		
45	20.5 - CCIP - Pedestrian Sidewalk - ADA	0	0	0	0	0
	Offer Type: Capital Project			*Community Capital Improvement*		

TRANSPORTATION AND MOBILITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
46	21.7 - Redeployment and Work for Others: 4.0 FTE Traffic Control and Flagging Services Offer Type: Enhancement	198,852	0	0	198,852 *City of Fort Collins Transportation*	0 *Transportation*
47	21.8 - Redeployment and Work for Others: 10.0 FTE Asphalt Patching Crew Offer Type: Enhancement	700,154	0	(18,195)	718,349 *City of Fort Collins Transportation*	0
48	25.2 - Street Maintenance Program: Harmony Road Asphalt and Concrete Rehabilitation - Timberline Road to College Avenue Offer Type: Asset Management-Enhanced	0	0	0	0	0 *Transportation*
49	53.9 - Traffic - Grant Match - Highway Safety Improvement Program (HSIP) Offer Type: 1-Time Enhancement	138,300	0	0	0	138,300 *General Fund*
50	65.17 - CRP Funds – ADA Bus Stop Improvements Offer Type: Enhancement	0	0	0	0 *Transit Services*	0 *2050 Tax Parks Rec Transit OCF*
51	65.18 - Foothills Transit Station Project - RAISE Funding Offer Type: 1-Time Enhancement	0	0	0	0 *Transit Services*	0 *2050 Tax Parks Rec Transit OCF*
52	19.10 - Active Modes Plan Infrastructure Implementation Offer Type: Capital Project	0	0	0 *2050 Tax Parks Rec Transit OCF*	0	0
53	65.19 - CCIP - Transfort Bus Fleet Replacement Offer Type: Asset Management-Enhanced	0	0	0 *Community Capital Improvement*	0	0
54	65.16 - DTC On-Route Charging - CMAQ Funded Offer Type: 1-Time Enhancement	0	0	0	0 *Transit Services*	0 *2050 Tax Parks Rec Transit OCF*

TRANSPORTATION AND MOBILITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
55	53.10 - Neighborhood Transportation Safety: Enhanced Offer Type: Enhancement	300,000	300,000 *Camera Radar*	0	0	0
56	66.8 - Parking: Fixed License Plate Recognition Offer Type: 1-Time Enhancement	195,000	0	0	195,000 *Parking*	0
57	66.7 - Civic Center Parking Structure Reserve Deficit/Replenishment Offer Type: 1-Time Enhancement	0	0	0	0	0 *Parking*
58	66.9 - Old Town Parking Structure Preventative Maintenance and Repairs Offer Type: Asset Management-Enhanced	90,000	0	0	90,000 *Parking*	0
59	66.3 - Civic Center Parking Structure Preventative Maintenance and Repairs Offer Type: Asset Management-Enhanced	25,000	0	0	25,000 *Parking*	0
60	20.15 - Turnberry Road and Suniga Road Extensions Offer Type: Capital Project	200,000	0	0	0	200,000 *Transportation CEF*
63	19.11 - Adaptive Program Specialist for Safe Routes to School and FC Moves Offer Type: Enhancement	29,928	0	0	0	29,928 *Transportation*
66	19.8 - FC Asphalt Art Program (offer is $62,500 per year, partially funded from existing appropriations) Offer Type: Enhancement	9,500	0	0	0 *City of Fort Collins*	9,500 *General Fund*
67	65.20 - Transfort Routes 11/12 Offer Type: Enhancement	497,460	0	0 *2050 Tax Parks Rec Transit OCF Transit Services*	497,460	0
	Funded Offers	**65,109,530**	**6,132,279**	**21,438,565**	**36,120,069**	**1,418,617**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2025 - 2026

TRANSPORTATION AND MOBILITY - 2026

Rank	Offer # & Name	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	20.7 - Bridge Program and Traffic Operations 2026 Offer Type: Asset Management-Enhanced	2,000,000	2,000,000 *Renewable 0.25% for Other Comm & Trans - Ongoing Revenue*	0	0	0
41	21.6 - Snow and Ice Removal Level of Service Offer Type: Enhancement	400,000	0	200,000	0	200,000 *Transportation*
61	56.3 - Parks: Streetscape Infrastructure Replacement Offer Type: Asset Management-Enhanced	400,000	0	400,000	0	0
62	53.7 - PDT Accessibility Program Implementation Offer Type: Asset Management-Enhanced	3,000,000	0	3,000,000	0	0
64	56.2 - Parks: 2.0 FTE Operational Resources for Recent Streetscape Expansion Offer Type: Enhancement	191,529	0	171,480	20,049 *Equipment*	0
65	65.11 - Transfort: Local Fund Match Offer Type: Continuing Enhancement	1,000,000	0	0	0	1,000,000 *Transit Services*
	Unfunded Offers	**6,991,529**	**2,000,000**	**3,771,480**	**20,049**	**1,200,000**
	Total Offers	**72,101,059**	**8,132,279**	**25,210,045**	**36,140,118**	**2,618,617**

TRANSPORTATION AND MOBILITY

19.1 FC Moves Mobility Management - *Offer Type: Ongoing* - Funded

2025 - $734,230

2026 - $754,938

This offer will fund overall management of the FC Moves Department, while also specifically delivering transportation and transit planning services within the Planning, Development & Transportation Service Area. Efforts developed and implemented by this offer include the Transit Master Plan, Transportation Master Plan, corridor plans, the Master Street Plan, pedestrian planning, travel demand modeling, street standards and development review. Transportation and Transit Planning is a key component of a healthy, efficient, innovative, safe and sustainable community and economy. This offer also supports the Transportation Board, with team members serving as the Board liaison, and paying for Board meeting needs (food and minutes).

This offer includes annual membership in the North Front Range Metropolitan Planning Organization (NFRMPO). Fort Collins has been a member of the NFRMPO since its inception in 1988. Membership in the NFRMPO is required to secure regional, state and federal transportation funds, and to ensure consistency among local and regional plans.

The 2025-2026 work plan will include at a minimum:
- Management of the Transit Optimization Plan
- Management of the update to the Electric Vehicle Readiness Roadmap
- Ongoing implementation of the Transit Master Plan and the Transportation Master Plan
- Launch of the Shift Your Ride Travel Demand Management program
- Implementation of a Vision Zero Plan
- Ongoing support of the West Elizabeth Bus Rapid Transit (BRT) corridor design and next steps for implementation of the North College bus rapid transit effort
- Development of local, regional, state and federal grant applications for funding multimodal transportation plans, programs and projects
- Travel demand model collaboration with the NFRMPO
- Ongoing management and updates to the Master Street Plan
- Supporting implementation of the Active Modes Plan
- Development review for transportation
- Supporting the City's Our Climate Future goals

This Offer supports the following Strategic Objectives:
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving

19.2 Safe Routes to School - *Offer Type: Ongoing* - Funded

2025 - $242,947

2026 - $250,376

The Safe Routes to School (SRTS) program is part of a nationwide effort empowering youth to use active transportation to get to school, benefiting their health, academic achievement and the environment. A long-term goal of the City's program is to get 50 percent of K-12 youth safely biking, walking, skateboarding or scootering to school. This program also supports the City's Active Modes Plan goal of achieving 50 percent active-modes share of all trips taken by Fort Collins residents by 2032.

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This offer directly supports the following City Council priorities: 15-Minute City, Vision Zero.

SRTS is identified as a best practice by top transportation, mobility and health organizations, from the American Planning Association, to the Federal Highway Administration, to the Centers for Disease Control and Prevention.

SRTS emphasizes the Six Es of transportation and mobility services: Education, Encouragement, Engagement, Engineering, Evaluation and Equity. The City's SRTS program leads activities in all of these areas, working with Traffic Operations and Engineering on the engineering component (bicycle and pedestrian infrastructure).

The SRTS School Rotation Schedule is a plan to teach bike-ped safety to K-12 students at strategic times during their educational development (5,000 to 6,000 students annually). A highly effective partnership with Bike Fort Collins provides the necessary staffing to implement this educational component of the program.

SRTS is a highly collaborative program that supports key City departments and programs, including Mobility Management, Active Modes, Traffic Operations, Engineering, Police Services, Recreation, Parks, Sustainability, and Our Climate Future. Non-City partners include the Colorado Department of Transportation, Poudre School District (PSD), Bike Fort Collins, Safe Kids Larimer County, Boys and Girls Clubs, the NFRMPO's NoCo Bike & Ped Collaborative, health organizations, and bike shops and other businesses.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

19.3 Active Modes Program - *Offer Type: Ongoing* - Funded

2025 - $559,915

2026 - $577,709

The Active Modes Program is focused on making active transportation safe, accessible, convenient, joyful and desired by Fort Collins community members of all ages and abilities. Active Modes Program services are intended to achieve the Vision Zero and Active Modes Plan goals of eliminating traffic fatalities and serious injuries by 2032 and achieving 50% active modes share of all trips by 2032. These efforts support the City Council priority to advance a 15 minute city by accelerating our shift to active modes.

Specific Active Modes Program services include the following planning/implementation efforts, programs/events, and resources/supporting facilities:

Planning/implementation:
• Developing and implementing the Active Modes Plan and Vision Zero Action Plan
• 15 minute city analysis and implementation
• Applying for and managing grants for planning, design and infrastructure
• Implementing pedestrian and bicycle infrastructure improvements including the low stress bike network
• Asphalt art program staffing

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• Project evaluation and data collection

Programs/events:
• Shared micromobility (e bike share and e scooter share) program, including adaptive bikes
• Securing grants to support low income residents with shifting to active modes
• Bike to Work (or Wherever) Days and Open Streets events
• Shift Your Ride program support
• Found and abandoned bikes program

Resources/supporting facilities:
• Managing the Walk & Wheel Skills Hub
• Bike wayfinding and bike map
• Bike parking
• Serving as City ombudsman to explain, promote and receive input on active modes programs and projects

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

19.4 FC Moves Education & Engagement - *Offer Type: Ongoing* - Funded

2025 - $174,175

2026 - $179,313

The Education and Outreach program, in tandem with the Active Modes program, has contributed to Fort Collins' designation as a Platinum level Bicycle Friendly Community designation and a Silver level Walk Friendly Community. Additionally, biking and walking education provided by this program may in part contribute to downward trends in biking and walking crashes, making this program a vital piece in achieving the City's Vision Zero action plan and goals. This program also directly supports the implementation of the City's Active Modes Plan. This program falls under two Council priorities: "Advance a 15-minute city by accelerating our shift to active modes," and "Reduce climate pollution and air pollution through best practices, emphasizing electrification."

Services provided by FC Moves' Education and Outreach include:
- Bicycle Ambassador Program
- Bicyclist education
- Pedestrian education
- Motorist education
- Scooter/skateboard/other device education
- High school education
- Combined/multi modal education (active modes + transit)
- Bike Buddy program
- Sustainable transportation safety and encouragement initiatives
- Business outreach
- Focus on vulnerable roadway users (people walking, biking and rolling) and historically underserved populations

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- Support for community programs and partnerships
- Partner with community stakeholders to provide educational programming and encouragement events

This offer has strong equity goals and plans, which include (but are not limited to):
- Bike light giveaways to specific communities
- Free maintenance (Bike Fix it Bonanza) for general public and in need neighborhoods
- Education classes free of charge
- Gender and racial equity partner with local organizations
- Static education on website in English, Spanish, Vietnamese

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

19.5 CCIP - Bicycle Infrastructure - *Offer Type: Capital Project* - Funded

2025 - $1,300,000

2026 - $0

The approved CCIP tax package includes $1.3 million in 2025 for bicycle improvement projects. This provides funding for capital projects such as bicycle and pedestrian arterial crossing improvements and on street bike lanes, and supporting facilities such as wayfinding signage and bicycle parking. The voter approved CCIP Bicycle Plan implementation ballot initiative set aside $5 million over 10 years to be spent on capital expenditures (infrastructure design, construction and matching grants). Projects using the CCIP Bicycle Infrastructure Improvements funds help to achieve the goals set forth in City Plan and the Vision Zero Action Plan.

Project funding decisions will primarily be guided by the Active Modes Plan, adopted in 2022. Expanding the active modes network as identified in the Active Modes Plan is a core strategy recommended in the City's 15 Minute City Analysis. This offer supports the City Council priority to advance a 15 minute city by accelerating our shift to active modes. Opportunities to coordinate with other capital projects and the Street Maintenance Program will also guide project funding decisions. Past years of CCIP funding have been leveraged to obtain grant funding for bicycle projects and Safe Routes to School projects.

The CCIP Bicycle Plan funds are used to increase the capacity and safety of the City's bicycle network. Examples of projects to be implemented include:
- Low stress bicycle network improvements: Low stress bicycle facilities include low speed and low volume streets with comfortable crossings, paved trails, and protected bike lanes. The Active Modes Plan identified the next set of high stress intersections and roadways in need of improvement.
- Intersection improvements: pedestrian and bicycle crossing improvements at signalized and unsignalized intersections.
- Bicycle counters and data collection equipment: permanent and mobile counters to assess bike network usage to plan for and evaluate facilities more effectively.

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

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19.6 School Crossing Guard Program - *Offer Type: Ongoing* - Funded

2025 - $94,350

2026 - $94,350

Per an intergovernmental agreement (IGA), Poudre School District (PSD) assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program. The City's contribution is an annual payment to PSD of $94,350. PSD pays directly for the balance of program costs (up to an additional $94,350).

The School Crossing Guard Program provides improved safety for students crossing at major roadways located near PSD schools, primarily elementary schools. These roadways have a high volume of traffic and higher speeds. The physical presence of crossing guards is essential for students and parents to feel confident and safe in crossing busy streets to and from school. When surveyed, many parents indicate they would not allow their students to bike or walk to school without the presence of crossing guards.

This offer supports the City's strategic goals for bicycle and pedestrian safety as part of the City's Safe Routes to School program and the City Council adopted Active Modes Plan, Vision Zero Action Plan and City Plan. This offer also directly supports City Council's priority of a 15 Minute City.

Currently, paid crossing guards directly benefit the following Fort Collins schools: Bauder Elementary, Beattie Elementary, Cache la Poudre Elementary, Dunn Elementary, Harris Elementary, Kinard Middle School, Laurel Elementary, Lopez Elementary, O'Dea Elementary, Olander Elementary, Tavelli Elementary, and Zach Elementary. (Note: Cache La Poudre Elementary is located outside of City limits, yet serves Fort Collins students.) Most crossing guard locations are staffed twice a day (at arrival and dismissal times) and some justify additional midday staffing for half day kindergarten students. Because of the close interaction among crossing guards, students and school staff, the program is most efficiently administered by PSD.

This program is a cost effective way to support a vital community service for more than 1,000 children each school day.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

19.7 Shift Your Ride Program - *Offer Type: Continuing Enhancement* - Funded

2025 - $150,000

2026 - $150,000

The Shift Your Ride Program, transitioning into the implementation phase, represents a significant advancement in the City's commitment to sustainable mobility and environmental stewardship. By funding this offer, the City ensures an ongoing commitment to and investment in deploying and enhancing Transportation Demand Management (TDM) strategies developed under the recently completed Shift Your Ride plan. This program is designed to reduce the reliance on single occupancy vehicle trips, thereby promoting a diverse array of travel options that include ridesharing, vanpooling and active transportation, among others, addressing the growing concerns over traffic congestion and greenhouse gas emissions in Fort Collins. Additionally, the program will support and encourage the shift toward electric vehicles, aligning with initiatives outlined in the City's Electric Vehicle Readiness Roadmap.

The initial budget of $200,000 per year was used to develop the Shift Your Ride plan and hire one full time staff person to manage the program. Additionally, the funding was used to develop program resources and implement a vanpool subsidy campaign. Now that the plan is complete and staff hired, this program is prepared to begin implementing the plan. These initiatives are integral to the program's broader objective to facilitate safe, easy and affordable travel options for

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all residents and employees, thereby fostering a more livable, accessible and sustainable environment.

Adopting this budget request will enable the newly appointed TDM Specialist to launch essential programs. These include rideshare software like SchoolPool, E bike resources, vanpool subsidies, guaranteed ride home programs, a car free campaign and conducting a travel survey. The travel survey is instrumental in providing comprehensive data, enabling a detailed assessment of shifts in transportation habits and the effectiveness of interventions aimed at promoting sustainable mobility.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home

19.8 FC Asphalt Art Program (offer is $62,500 per year, partially funded from existing appropriations) - Offer Type: Enhancement - Funded

2025 - $9,500

2026 - $9,500

Asphalt art has become increasingly popular as a low-cost and quick-build method for traffic calming, place-making, and community building. Incorporating bright colors and artistic designs into streetscapes humanizes interactions with the built environment and creates safer third spaces that connect the community.

When coupled with other traffic calming applications such as curb extensions and painted crosswalks, asphalt art creates safer streets for vulnerable road users such as cyclists and pedestrians. Extending curbs into the street with paint and defining this space with striping and plastic posts helps to slow traffic and shorten pedestrian crossing distances. Drivers behave differently behind the wheel when navigating a streetscape designed with people in mind. These visual cues shape how people interact with the streets and reframe thinking around where bikes and pedestrians belong.

Funding the asphalt art program will allow FC Moves to install two new traffic calming installations per year for a total of four installations. The offer will also cover any maintenance costs associated with two asphalt art curb extension projects previously installed with grant funding, and 2026 funding will cover any maintenance costs. This offer will work within the structure of the APP program to achieve the objectives of the offer.

Early installations in Fort Collins were grant funded and were primarily midblock murals. With guidance and technical assistance from City traffic engineers, future installations will couple asphalt art with tactical infrastructure such as pedestrian refuge islands and curb extensions. Because asphalt art and tactical infrastructure do not interrupt the hydrology of an intersection, streets can be redesigned without the added cost of accommodating a change in stormwater flows. The lifespan of each installation is four to five years and provides the opportunity to implement and test innovative approaches to intersection redesign.

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

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19.10 Active Modes Plan Infrastructure Implementation - *Offer Type: Capital Project* - Funded

2025 - $1,680,000

2026 - $0

This offer will fund:
1) Construction of a road diet and in street separated bike lanes on Shields Street from Mountain Avenue to Mulberry Street
2) Design for protected intersections and raised separated bike lanes for Shields Street/Prospect Road to Shields Street/Stuart Road.

In street separated bike lanes have vertical barriers such as curbs and delineator posts between the bike lane and the vehicular travel lane. Raised, separated bike lanes are elevated above the roadway, often at sidewalk level but separate from the sidewalk. Protected intersections provide a dedicated cycle path through the intersection.

These projects are high priority recommendations in the Active Modes Plan (AMP) and Transportation Capital Project Prioritization Study (TCPPS). This offer also supports the Vision Zero Action Plan (VZAP). Shields Street is on the high injury network, which includes roads with the greatest share of fatal and serious injury crashes. Road diets, separated bicycle lanes and protected intersections are safety countermeasures recommended in VZAP to address the top six severe crash types in Fort Collins.

This offer addresses the City Council priority to advance a 15 minute city by accelerating our shift to active modes, with an emphasis on Safe Routes to School. This project enhances safe routes to Dunn Elementary, Bennett Elementary, two preschools and Colorado State University.

One of the key themes that arose from AMP engagement was that residents desire direct routes with facilities that are physically separated from vehicular traffic. Constructing separated bike lanes and protected intersections is critical to achieving the AMP goal of 50% active mode share of all trips by 2032. The project will also improve pedestrian comfort by providing a buffer from vehicular traffic. These improvements will meaningfully advance Our Climate Future Big Move 4: Convenient Transportation Choices and result in greenhouse gas and air pollution reduction.

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

19.11 Adaptive Program Specialist for Safe Routes to School and FC Moves - *Offer Type: Enhancement* - Funded

2025 - $28,639

2026 - $29,928

The Safe Routes to School (SRTS) program has seen a growing number of PSD students with special needs, leading to an increase in requests for adaptive SRTS programming. Existing staff are stretched to accommodate the additional requests, which involve more specialized assistance and knowledge than the team currently possesses. This offer would bring in a person to focus on these special needs requests so that all students can participate in SRTS programming.

The Adaptive Program Specialist will be responsible for collaborating with school staff to understand individual students' abilities and needs and employing techniques and equipment that will deliver best results.

Since 2012, when originally funded through the Keep Fort Collins Great tax initiative, SRTS staff have made great strides in including students with special needs in programming during physical education classes as well as on bike field trips and in after school biking, walking and scootering clubs. Working closely

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with school staff, including teachers, paraprofessionals, physical therapists and counselors/psychologists, SRTS includes virtually all students with special needs, whether a student's disability be physical or developmental.

SRTS staff use adaptive techniques and equipment to accommodate these students. Adaptive bicycling equipment includes such items as trailers, tagalongs, tandem bicycles and recumbent tricycles.

The FC Moves Adult Education program will also benefit from this staff person, who can assist with adaptive bicycle programming for adults. Adaptive programming for both children and adults is accomplished through a partnership with the City's Adaptive Recreation Opportunities program. Additional community partners include the nonprofit Athletes in Tandem.

This offer supports the City Council priority of improving human and social health for vulnerable populations.

This Offer supports the following Strategic Objectives:

- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

20.1 Capital Projects Division and Administration - *Offer Type: Ongoing* - Funded

2025 - $594,976

2026 - $639,208

This offer would fund the Capital Projects Division (CPD) within the City's Engineering Department. CPD oversees capital projects related to transportation infrastructure including, but not limited to, roadway and utility construction, bridge maintenance and replacements, pedestrian and bicycle infrastructure, and grade separated crossings. CPD manages an annual projects budget between $30M and $40M. The Engineering Department actively seeks and applies for federal and state grants that fund approximately one half of all transportation capital projects.

CPD is responsible for the scoping, design, construction and overall project delivery of transportation capital projects. CPD delivers projects primarily for Engineering, as well as Traffic Operations, Streets, FC Moves, Parks, Park Planning & Development, Utilities, Police Services, Operation Services and Transfort, among others. Projects are identified and prioritized by the City's various transportation planning efforts including the Transportation Capital Projects Prioritization Study (TCPPS), Active Modes Plan (AMP) and Transportation Capital Improvement Plan (TCIP).

CPD provides the following services:

- Project oversight and administration of all activities related to transportation capital improvements, including coordination with related development projects.
- Citywide coordination with all internal departments, private utilities, major developments and partner agencies to reduce project conflicts, minimize need for future work and reduce traffic impacts from construction activities.
- Coordinates work with railroad companies.
- Acts as internal resource for other departments regarding technical questions and advice.
- Provides internal design services as needed.
- Manages engineering consultants and construction contractors to ensure all applicable Fort Collins standards are met and to ensure quality projects.

This offer accounts for 10 of the 12 FTEs in CPD as well as a seasonal intern.

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This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

20.2 Bridge Replacement Program (Minimum) - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,700,000

2026 - $1,700,000

This offer would provide base funding for the City's Bridge Replacement Program. Offer 20.7 is a related enhancement offer.

The program provides inspections of all major (92) and minor (135) bridge structures located in City roadways. Bridge structures are integral to most local, collector, arterial and regional roadways within Fort Collins. Pedestrian bridges (142) and structures (93) managed by the Parks and Natural Areas departments are also included in the inspection program. The road, trail and bridge networks grow continually as new infrastructure is added through development.

This offer funds the minimum estimated amount of bridge replacement needed to keep existing roadways open and safe. This funding would maintain the current level of service for approximately 10 years. Additional funding is needed to maintain the current level of service beyond this timeframe. Decreasing levels of service equate to lowering the load ratings for existing bridges and closing bridges (roads) when their ratings become insufficient. These outcomes have a direct impact on safety, mobility and economic health.

Reactive bridge maintenance (decks and road surfaces) is performed by the Streets Department as part of Offer 21.1. This maintenance is primarily related to road safety and not to prolonging the life span of the bridge. Additional funding is needed for proactive maintenance (structure repair, scour remediation, etc.) that would prolong bridge lifespans, reduce overall bridge replacement costs and extend current service levels more years into the future.

Engineering Department and Capital Projects Division (CPD) staff administer this program providing oversight, inspections, cost estimating, design and project management for bridge replacements. Staff apply for grant funding (availability varies) where there is a typically an 80% (grant) 20% (local) split.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

20.3 Transportation Capital Expansion Fee Program - *Offer Type: Ongoing* - Funded

2025 - $1,858,545

2026 - $1,876,481

This offer will fund the City's Transportation Capital Expansion Fee (TCEF) Program.

TCEF is the primary mechanism the City uses to ensure that new growth pays for its proportional impact on the City's transportation system.

The program accomplishes the following:

- Implements Council's policy of growth paying its fair share of transportation infrastructure
- Determines and collects TCEF for development and redevelopment

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- Contributes funding to growth related City capital projects (both roadway capacity projects and Active Modes Plan projects) and provides project oversight and management, including review, construction and inspection
- Reimburses development for constructing roadway improvements above the required local street access standards

TCEF fees are one time payments from development that fund the expansion of public facilities needed to accommodate new development, ensuring that development pays its fair share of the costs of additional infrastructure. This offer appropriates the funds and authorizes staff to administer the TCEF program.

Expected deliverables for this program include adding capacity to the transportation system throughout the City and reimbursing development for constructing roadway improvements above the required local street access standards. Future, ongoing operations and maintenance costs are not a part of the core program offer and have been addressed in specific project offers.

This program is self funded via a fee charged to developers based directly on the developments' estimated impact to the transportation system. The amount of this offer is based on the estimated fee collection. Over half of the City's arterial and collector streets have been constructed through participation in the TCEF Program.

This offer accounts for 2 of the 12 FTEs in the Capital Projects Division in the Engineering Department including the TCEF Program Manager and the Capital Projects Manager, along with 0.3 of the 1.0 FTE for the City Engineer.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

20.4 CCIP - Arterial Intersections - *Offer Type: Capital Project* - Funded

2025 - $1,300,000

2026 - $0

This offer funds ballot mandated arterial intersection improvement projects throughout Fort Collins. The Community Capital Improvement Program (CCIP) ¼ cent sales tax passed in 2014 provides funding for this program.

The goal of this program is to make prioritized safety, operational, active modes and congestion improvements to arterial intersections throughout the community. This offer is a continuation of a 10-year program funded through Building on Basics. The projects are prioritized based on the Transportation Capital Projects Prioritization Study (TCPPS), using criteria such as traffic volume, accident rates, intersection delay, pedestrian/bicycle safety, transit operations and equity. The results of the study are aligned with key strategic outcome areas and focus on providing safe and reliable multi modal travel throughout Fort Collins. The TCPPS study was completed in 2023 and includes a list of the highest priority arterial intersection and corridor projects.

Preliminary Design, Final Design and Construction Contributions to Intersection Improvements:

- 2017: College and Prospect
- 2018: College and Horsetooth
- 2019: College and Drake, Drake and Lemay
- 2020: Timberline and Vine
- 2021: TCPPS, College and Drake, College and Trilby, Timberline/Lincoln/Mulberry
- 2022: TCPPS, College Avenue Signals
- 2023: College and Trilby

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- 2024: College and Trilby
- 2025: College and Drake, Drake and Lemay

Funding in 2024 has been allocated to provide grant matching and overall funding needs for the College and Trilby Intersection Improvements project, which is the City's highest priority intersection identified for needed safety and congestion improvements. The City has been awarded four state and federal grants for this project. Additionally, funding in 2025 is proposed for priorities such as College/Drake and Drake/Lemay.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

20.5 CCIP - Pedestrian Sidewalk - ADA - *Offer Type: Capital Project* - Funded

2025 - $2,400,000

2026 - $0

This offer funds the Pedestrian Sidewalk and ADA Compliance Program. To date, the sidewalk program has been funded by the 2005 Building on Basics (BOB) and Keep Fort Collins Great (KFCG) taxes. In 2014, the Community Capital Improvement Program (CCIP, also known as Building on Basics 2) ballot initiative Safe Routes to Everywhere was approved to continue this program to install pedestrian improvements citywide to eliminate hazards, remove obstacles and make improvements to bus stops and the bicycle network.

The projects in 2025 will focus on executing trail connections in the southwest area of Fort Collins (along to Trilby Road west of College Avenue), as well as continued work along Kechter Road to build sidewalk (and replace inadequate sidewalk) in areas of school routes, high volume traffic, etc. Also, the 2025 budget will enable full funding of the top-priority pedestrian grade-separated crossing project, the Power Trail at Harmony pedestrian underpass.

This offer:

- Supports the Vision Zero Action Plan, the Active Modes Plan and the Our Climate Future plan.
- Supports the updated Transportation Master Plan. Approximately $1.4M per year through 2025 has been allocated for pedestrian improvement projects.
- Seeks to implement the recommendations from the pedestrian needs assessment completed in 2013, which identifies sidewalks and ramps requiring enhancement to improve compliance with the Americans with Disabilities Act (ADA).
- Seeks to incorporate the pedestrian improvement program transition plan into the Citywide transition plan to enhance accessibility.
- Ensures level of service compliance.
- Addresses Citywide sidewalk needs objectively and comprehensively and provides the ability to coordinate sidewalk construction with other departments to construct sidewalks as quickly as possible, seek cost efficiencies and meet City transportation goals.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

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20.6 Railroad Crossing Maintenance - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $128,125

2026 - $131,328

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by maintaining railroad crossings and adjacent roadway infrastructure. The Colorado Public Utilities Commission (PUC) requires railroads and local municipalities to share the material and labor costs (50/50 split) to replace and repair railroad crossings. This is referenced in the PUC Regulations at 4 Colorado Code of Regulations (CCR) 723 7. Damaged railroad crossings can pose a significant safety risk to motorists, bicyclists and pedestrians and has the potential for liability claims against the City.

This offer also:

- Supports improvement and maintenance of 53 track crossing locations; 19 of which are located on arterial streets with a life expectancy of 20 years, and 34 of which are minor crossings with a life expectancy of 50 years.
- Allows the City to keep up with the rate of degradation. In 2017 staff conducted a condition assessment of the 19 arterial crossings and results showed that two arterial replacements will be needed per year to keep up with the rate of deterioration, in addition to other maintenance and repair requirements and needed periodic replacements on the minor crossings. The six most degraded arterial crossings have been replaced since that time; now one or two replacements would keep up with the rate of degradation.
- Provides for the concrete crossing panel material and related asphalt, curb, gutter and sidewalk infrastructure at railroad crossings as required by the Colorado PUC.
- Replaces the Union Pacific (UP) crossings at needed intersections.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

20.7 Bridge Program and Traffic Operations 2026 - *Offer Type: Asset Management-Enhanced* - Unfunded

2025 - $0

2026 - $2,000,000

Bridge Program:
This offer would provide additional funding for the City's Bridge Replacement and Maintenance Programs. Ongoing Offer 20.2 Bridge Replacement Program (Minimum) provides a basic level of funding to meet program requirements such as inspections. This enhancement offer provides funding needed to maintain the current level of service on the City's roadways.

This funding would help maintain an acceptable level of service for approximately 30 years. This is 20 years beyond the minimum offer alone. Decreasing levels of service equate to lowering the load ratings for existing bridges and closing bridges (roads) when their ratings become insufficient. These outcomes have a direct impact on safety, mobility and economic health. Additional funding is needed to provide proactive maintenance (structure repair, scour mitigation, etc.) that would prolong bridge lifespans, reduce overall bridge replacement costs and extend current service levels more years into the future.

Engineering Department and Capital Projects Division (CPD) staff administer this program providing oversight, inspections, cost estimating, design and project management for bridge replacements. Staff apply for grant funding (availability varies) where there is typically an 80% (grant) 20% (local) split.

Traffic Operations:
Traffic Operations currently has 35 traffic signals, 7 pedestrian signals, and 6 school zones that are over 40 years old and due for replacement (19 are over 50 years old). Staff estimates that the annual maintenance need for the existing system is around $3 million to maintain good overall condition and that the system

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needs a one time investment of around $19 million to catch up on deferred maintenance. This offer also funds durable pavement markings and supports maintenance of the traffic signal timing programs.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

20.8 Engineering Administration - *Offer Type: Ongoing* - Funded

2025 - $548,215

2026 - $559,279

This offer funds Engineering Administration, which consists of the City Engineer (Director of Engineering), Asset Manager, Special Projects Engineer, Civil Engineer II, and Business Support III for the Engineering Department. The Engineering Department is made up of five divisions: Engineering Administration, Surveying, Capital Projects, Right-of-Way (ROW) Management, and Engineering Development Review. Engineering provides executive oversight and coordination of all infrastructure activities within the 580 lineal miles of City ROW, including private development. In addition, Engineering provides technical support to multiple City departments as it relates to work in the ROW. Engineering also provides Citywide project coordination efforts with all City departments, private utilities, major private developments and partner agencies (including the Colorado Department of Transportation (CDOT), Larimer County and three railroads, which helps reduce project conflicts and traffic impacts.

The City Engineer leads, supports and provides direction to the Engineering Department that reflects collaborative problem-solving with internal and external stakeholders.

The Asset Manager ensures reliability and sustainability of City transportation assets through the development of lifecycles, condition assessments, strategic plans, strategic prioritization and condition reporting.

The Special Projects Engineer leads special projects such as the West Elizabeth bus rapid transit (BRT) corridor, works closely with CDOT, coordinates with the railroads and leads the sidewalk program.

The Business Support III position supports the department with a multitude of administrative tasks and services.

The Civil Engineer II position executes the sidewalk program, with assistance from Engineering interns during the construction season.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

20.9 Engineering Survey Division - *Offer Type: Ongoing* - Funded

2025 - $452,435

2026 - $469,190

This offer will fund the City Surveying division, which provides services to both the Engineering Department and a large number of other departments throughout the City. The Surveying division conducts on-the-ground surveying and thorough research and analysis to support engineering design; acquisition of lands,

rights-of-way and easements; and construction on a wide range of projects.

These projects range in size from major capital improvement projects such as the Lemay Realignment and Overpass, to smaller items such as identification of whether a tree in need of care lies within City right-of-way or within private property. It is evident by the ever-increasing number of requests, as well as positive feedback received, that the Surveying division has consistently been able to complete surveys that are more cost effective, of better quality, and delivered in a more responsive manner than external surveying firms.

Beyond that, Surveying is a resource for both the City and the local surveying community in general. The team provides and maintains the City horizontal and vertical control networks, a catalog of all property corners surveyed, and a catalog of all land survey plats recorded within the Growth Management Area. Surveying's commitment to work directly with City personnel, consultants and other surveyors promotes a greater level of value and completeness for projects within the City.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

20.13 Power Trail at Harmony Road Grade-Separated Crossing - *Offer Type: Capital Project* - Funded

2025 - $673,371

2026 - $0

This offer fund construction of a grade-separated bicycle and pedestrian crossing for the Power Trail under Harmony Road. This is the highest priority bicycle/pedestrian project for the Engineering, FC Moves, Parks and Traffic Operations departments. This offer would also assist in constructing the remaining trail sections north and south of the underpass.

This section of the Power Trail is a critical bicycle/pedestrian infrastructure need at the local and regional level. It is identified in Fort Collins' 2014 Bicycle and 2013 Paved Recreational Trail master plans. The project is also part of the Front Range Trail (West), identified as a Regional Active Transportation Corridor (RATC) by the North Front Range Metropolitan Planning Organization (MPO) in the 2021 Regional Active Transportation Plan.

The existing Power Trail is a 10 feet wide, multiuse, paved concrete trail running north south through Fort Collins. The northern end of the trail begins at the Edora Pool Ice Center (EPIC) and ties into the Spring Creek Trail (east west). Most of the Power Trail parallels, and is within, the UPRR right of way. The trail merges with the Fossil Creek Trail, passes under Trilby Road and Carpenter Road, and connects to the City of Loveland.

In 2023, the City was awarded an additional $3.24 million in Congestion Mitigation & Air Quality (CMAQ) grant funding, and this offer is the local match requirement of $673,000 for that latest grant that ensures the pedestrian underpass project is fully funded.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

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20.15 Turnberry Road and Suniga Road Extensions - *Offer Type: Capital Project* - Funded

2025 - $0

2026 - $200,000

Funding this offer will initiate preliminary engineering design for the extension of Turnberry Road from Suniga Road to Mountain Vista Drive, and the extension of Suniga Road from Turnberry Road to (realigned) Lemay Avenue. These new segments of roadway are identified as essential transportation improvements for the build out of northeast Fort Collins and to address existing impacts to community members.

The Suniga Road extension has long been identified in the City's Master Street Plan (MSP) and is currently built to the west to College Avenue. The Turnberry Road extension was added to the MSP in 2020 as part of a master traffic analysis of northeast Fort Collins in conjunction with the Montava planned unit development. Initial analysis on the necessary infrastructure to support the region started earlier and included a presentation to the Transportation Board in 2018 and noted the benefits of additional grid connectivity with these extensions. In addition, the implementation of Turnberry Road and Suniga Road improvements would help in mitigating traffic volumes on Country Club Road, which has had continued discussion and coordination between City and Larimer County staff as development in the area continues.

Along with initiating preliminary engineering design, this project will also continue to engage the surrounding abutting property owners and homeowners' associations, Larimer County staff, and others to ensure the implementation of these improvements minimize impacts to the existing community while addressing the continued build out of the area and providing the necessary infrastructure to support Fort Collins and the greater region.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

21.1 Street Maintenance Program - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $17,672,657

2026 - $6,818,798

Funding this ongoing Street Maintenance Program (SMP) offer provides City residents with a network of safe, well maintained road surfaces, concrete curbs, gutters, sidewalks, and Americans with Disabilities Act (ADA) compliant pedestrian ramps for multi modal travel and commercial needs. This program encompasses the larger scale project level maintenance projects. Work is performed by in house crews and contractors.

The Streets Department maintains 1,994 lane miles of roads that have a replacement value of more than $1.6 billion. Street infrastructure is one of the largest City assets and impacts everyone’s daily lives. Properly funded street maintenance preserves the transportation system and prevents expensive replacement costs. Complete and quality street infrastructure plays a central role in facilitating daily commerce and social connectivity.

- Proper resurfacing maintenance prevents potholes. Pothole filling declined from 15,000 per year in 2010 to 3,519 in 2023. This represents approximately five times fewer potholes per year in a 13 year period, highlighting the success of a properly funded maintenance program.
- An asset management approach has been used to select street maintenance treatments for more than a decade. The Pavement Condition Index (PCI) is collected by an external audit of the pavement on a three year cycle. The 2023 projection produced a citywide average PCI of 72.8, which is a Level of Service (LOS) "B" or "Good" rating. PCI is based on a 0 to 100 scale with 100 being the highest achievable rating.
- The next scheduled third party audit is set to occur in 2024. In years when the audit is not performed, modeling projects an overall PCI for the street network.
- Increased construction costs, coupled with budgets that have not increased at the same rate over the last five years, have extended the program from a 16 year to a 22 year average maintenance interval.

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This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

21.2 Snow and Ice Removal - *Offer Type: Ongoing* - Funded

2025 - $2,013,739

2026 - $2,066,616

Funding this offer will provide high quality snow and ice removal services for all modes of transportation. A well planned and executed winter operations plan is imperative. This plan aims to maximize services while minimizing the impact to the environment and remaining cost effective. The objective is to clear snow and ice from streets, bike lanes, sidewalks and pedestrian access ramps within 24 hours after a storm. While the severity of each winter storm remains unpredictable, the Streets Department is committed to work within the available resources to maintain the highest level of service possible, while prioritizing efficiency in snow and ice control.

When a storm is forecasted, City crews and contractors prepare equipment to be mobilized effectively to plow and de ice streets and sidewalks. Each storm presents unique challenges and varies in weather conditions considerably. Different conditions require different tactics and response strategies.

Throughout the snow season, crews are assigned shifts to respond 24/7 to any storm event. Arterial streets are the first priority to provide a network for emergency vehicles, collector streets are second and school routes are third. If snow depth warrants it, it may be deemed necessary to also clear residential streets. In some cases, the first response to a winter snow and ice storm may be anti icing treatments before the storm commences. During the storm, de icing and plowing operations occur. Contractors clear sidewalks and pedestrian access ramps. Downtown snow removal is an extensive process and is performed as needed according to conditions. It is generally done at night to minimize the impact on traffic and parking. This process necessitates the use of a range of heavy equipment and may require snow to be hauled to a designated snow dump site.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

21.3 Essential Street Operations - *Offer Type: Ongoing* - Funded

2025 - $3,825,074

2026 - $3,905,494

This offer allows the Streets Department to effectively manage and provide a high level of service for maintenance activities within the multi modal transportation network. It encompasses the general maintenance program and oversight of administration and technology for the entire Streets Department.

Essential Street Operations includes street maintenance, mowing, barrow ditches, unpaved roads, potholes, crack sealing, road shoulders, guardrails, asphalt patching, MAX/BRT (bus rapid transit) corridor, pedestrian lighting, pedestrian underpasses, bike lanes and the Adopt-A-Street program. Streets provides on-call staff 24/7 for emergency calls addressing safety concerns such as debris in the road or pavement failures. This offer also includes the landscaping, maintenance and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, at the Harmony Road/I-25 interchange.

The administration and information technology groups are essential in sustaining a diverse department and supporting more than 60 staff members in the Streets Department. This group provides leadership and coordination for all Streets programs, including work planning, quality assurance, billing, budget

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management, environmental sustainability, life cycle analysis, public and internal outreach, personnel safety and training, exceptional customer service, technology innovation and facilities maintenance. This team is integral in coordinating the work of hired contractors, in managing service requests from the public and in processing Human Resources documentation for talent acquisition, onboarding, performance management, corrective actions and separations.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- HPG 1 - Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

21.4 Street Sweeping - *Offer Type: Ongoing* - Funded

2025 - $986,086

2026 - $1,026,130

Funding this offer provides strategically planned schedules for efficient and cost effective sweeping operations on streets and bike lanes throughout Fort Collins. Streets are scheduled to be swept based upon the priority (sweeping schedules may change due to weather or other street or utility maintenance activities).

- Arterial streets (main roads, such as Horsetooth Road, Shields Street, Prospect Road) and their adjoining bike lanes are scheduled for sweeping every two weeks.
- The Downtown area (Howes Street to Peterson Street and Mulberry Street to Cherry Street) is swept two times per week.
- Collector streets (roads connecting arterial streets, such as Remington Street and Swallow Road) and their adjoining bike lanes are swept four times per year.
- Residential streets are swept by zone four times per year.

Other components of the sweeping program include compliance with the Fugitive Dust Policy, bike lane sweeping, MAX/BRT (bus rapid transit) sweeping, Mason Trail sweeping and 24-hour emergency response for street and bike lane hazards.

Street sweeping plays a critical role in keeping Fort Collins' streets, air and water clean. It removes dirt, leaves and debris from streets, reducing air and water pollution and supporting a clean environment. The need for street sweeping will continue to increase as the street network expands with added lane miles.

Sweeping promotes a bicycle friendly community by providing safer traveling surfaces for bicycle commuters. Regular bike lane sweeping alleviates the debris, dirt and glass from the roadway forced into bike lanes and road shoulders.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- ENV 2 - Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents

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21.5 Planning, Development & Transportation (PDT) Work for Others - *Offer Type: Ongoing* - Funded

2025 - $5,420,835

2026 - $5,574,613

This collaborative offer within Planning, Development & Transportation (PDT) is an opportunity for City departments, Colorado State University, Poudre School District, and public agencies to purchase high quality goods and services at competitive prices from the Streets and Traffic departments. This program pays for itself through revenue generated from the following services:

- Traffic Control
- Asphalt Patching
- Potholing
- Crack Sealing
- Snow Removal
- Road Construction
- Crushing/Recycling Material
- Contract Sweeping
- Signs and Pavement Marking Installation
- Traffic Signal Construction

This program provides others with a quality product at a reduced cost while utilizing City equipment and employee expertise. Through this program, the Streets Department provides asphalt patching services for the Utilities departments, and maintenance and construction of new roads for Natural Areas and Wastewater. The program provides sweeping and snow removal services for the Civic Center Parking Structure, the Old Town Parking Structure, Police Services parking lots and various other City parking lots.

The Streets Department also provides traffic control services to all City departments on a full time and emergency basis 24 hours a day, 365 days per year. Maintaining a high level of consistent, dedicated staff is critical to providing safe work zones for the traveling public and workers no matter what the situation.

Traffic Operations typically builds or upgrades four traffic signals per year for development or the City's Capital Improvement Projects (CCIP). In addition, numerous signing and marking projects occur through this program. Funding for these projects comes from other jurisdictions, developers and other City departments.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

21.6 Snow and Ice Removal Level of Service - *Offer Type: Enhancement* - Unfunded

2025 - $400,000

2026 - $400,000

Funding this offer will provide effective snow and ice removal services for all modes of transportation through the Snow and Ice Program. A well-planned and executed winter operations plan is imperative. In the past 10 years Streets' original snow removal budget has only increased $654K; in the past five years, the

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expense has been an average of $1.5 million more than the original budget. Streets has gone to Council for additional funding since 2007 to obtain the funding needed to cover these additional costs.

There are many factors impacting expenses, including the number and type of storm events. During the past 10 years personnel, deicing materials and contractor costs have increased. In addition, the number of lane miles, sidewalks, ADA compliant ramps, turn lanes and medians have increased without increased funding.

Matching the budget to actual expenditures promotes transparency and accountability in financial management. It allows community members, stakeholders and City Council to see how the funds are being allocated and where resources are being utilized. Setting a budget that matches actual expenses helps prevent budget shortfalls, which eliminates the need for annual requests for additional funds from the City Council, streamlining the budgeting process and reducing administrative burdens.

When the budget accurately reflects the costs associated with snow and ice removal, the Streets Department can plan more effectively. This includes procuring the necessary equipment, hiring seasonal staff, and organizing resources to ensure a timely and efficient response to weather events. The Streets Department can be more proactive in updating equipment, upgrading technology and preventative maintenance of equipment instead of waiting until it's an emergency.

Accurate budgeting provides decision makers with reliable financial data, allowing them to make informed decisions about resource allocation and strategic planning.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- SAFE 1 - Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models

21.7 Redeployment and Work for Others: 4.0 FTE Traffic Control and Flagging Services - *Offer Type: Enhancement* - Funded

2025 - $99,949

2026 - $198,852

This offer will fund additional FTEs for Traffic Control Technicians and Flaggers to provide in house support to the Streets Department, Parks Department, Utilities departments and other City departments. This program pays for itself through revenue generated from Traffic Control services and a partial redeploy from the Street Maintenance Program.

The Streets Department provides Traffic Control services to several City departments on a full time and emergency basis 24 hours a day, 365 days per year. Maintaining a high level of consistent, dedicated staff is critical to providing safe work zones for the traveling public and workers no matter what the situation.

Several City Departments have crews that work with heavy equipment and work in the public right of way exposed to traffic. Work zone safety is critical in protecting employees and road users. Traffic Control Technicians require specialized skills and training to ensure the work zone is set up correctly and compliant with Manual on Uniform Traffic Control Devices (MUTCD) standards. These individuals are essential to ensure safe work zones for City employees and the traveling public. Flaggers are the first point of contact in an active work zone and are responsible for ensuring public safety by properly regulating traffic on road construction projects. It is important for flaggers to stay alert, be aware of their surroundings, adapt to different worksites and have an in depth understanding of work zone safety. Currently, in house hourly flaggers are seasonal; the City loses qualified, trained employees after the seasonal positions run their course in six months.

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The existing team of Traffic Control Technicians and Flaggers is not sufficient to keep up with the requests from City Departments to utilize Traffic Control services. Expanding the team is essential to adequately support the growing needs for traffic management across City run projects and emergency services.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

21.8 Redeployment and Work for Others: 10.0 FTE Asphalt Patching Crew - *Offer Type: Enhancement* - Funded

2025 - $578,206

2026 - $700,154

This offer will fund an additional in house asphalt crew in the Streets Department. The purpose is essential to enhance the overall efficiency and effectiveness of the Street Maintenance Program and operations. This crew will primarily focus on crack sealing and asphalt patching work, crucial for maintaining the integrity and safety of roadways. Additionally, their involvement in snow and ice removal operations will bolster Streets' capacity to address weather related challenges promptly. This offer will pay for itself through a combination of redeploy from programs and revenue generated from services:

- Asphalt Patching
- Potholing
- Crack Sealing
- Snow Removal

Through this program, the Streets Department provides in house asphalt patching services for the Utilities departments and the Parks Department as well as maintenance and construction of new roads for Natural Areas and Wastewater.

Establishing an additional asphalt crew will enable the Streets Department to undertake additional work for others projects that it is currently unable to accept. Offering crack sealing and asphalt patching services to City departments provides cost saving benefits to City programs and contributes positively to the department's financial sustainability. Redeploy of funds in the Streets Maintenance Program to bring the crew in house as well as revenue generated from other City projects will directly offset the costs associated with the crew's operations. By reallocating resources and investing in proactive maintenance, Streets ensures optimal utilization of available funds while effectively addressing the growing demand for services. Addressing minor defects promptly prevents the escalation of damages, thus reducing the need for costly rehabilitation or reconstruction projects in the future. The asphalt crew's activities will contribute to extending the lifespan of roadways, resulting in long term savings for the municipality.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

21.9 PDT Active Modes Facility Maintenance - *Offer Type: Enhancement* - Funded

2025 - $257,233

2026 - $193,964

This offer will increase the level of service for active modes facility maintenance as recommended in the Active Modes Plan (AMP). Improvements include increasing funding, staff capacity and equipment for:

- adding remaining low stress bikeways as priority snow removal routes
- snow removal and sweeping for new ramps, sidewalks, crossing improvements and separated bike lanes

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- maintaining signal equipment for crossing improvements
- cleaning and replacing bike lane barriers
- traffic signage maintenance
- restriping and upgrading bike facility pavement markings
- additional maintenance costs associated with removing and resetting delineators, reduced asphalt production as a result of increased obstructions in the roadway, and concrete removal and replacement

The City has been actively building out and improving the comfort of active modes facilities. The City's networks have grown to over 5 million linear feet of sidewalks and 266 miles of in street bike facilities. Arterial street crossing improvements and separated bike lanes have been constructed to improve the comfort of the network. While the networks have expanded, Streets and Traffic Operations have had to absorb the cost of maintaining these facilities into their existing budgets.

This offer will support AMP Next Moves "Repair sidewalks and bikeways" and "Reevaluate snow removal procedures." It will address one of the biggest barriers to expanding active modes networks as recommended in the AMP: a lack of resources to maintain the existing system. These efforts will help make year round active transportation more feasible, supporting the AMP goal to achieve 50% active modes share of all trips by 2032. This supports Our Climate Future Big Move 4: Convenient Transportation Choices and helps reduce greenhouse gas emissions and air pollution. This offer supports the City Council Priority to advance a 15 minute city by accelerating our shift to active modes.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

21.10 Snow Removal Equipment for Utilities Trucks - *Offer Type: 1-Time Enhancement* - Funded

2025 - $112,500

2026 - $118,250

This offer will fund snow equipment attachments for two Utility tandem dump trucks. Water Utilities plans to procure a tandem dump truck in 2025 and another in 2026 (Offer 5.25). The Utilities department plays a crucial role in the City's snow removal operations by providing equipment and personnel.

Traditionally, when Utilities acquires new trucks, the Streets Department covers the cost of outfitting these trucks with snowplows, spreaders, controls and hydraulics. This collaboration with another Service Area mitigates the need for the Streets Department to purchase additional vehicles for snow removal operations, saving approximately $350K per truck.

Currently, Utilities allocates 10 plow operators and five snowplow trucks to Snow Operations. Without this collaborative effort and similar assistance from other departments, the City would be unable to maintain its current level of service in Snow Operations.

This offer aims to proactively address this cost, alleviating strain on the already tight snow budget.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

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25.1 Harmony Road Maintenance - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $221,661

2026 - $228,675

This offer funds ongoing maintenance and operation of a key City arterial road to ensure quality infrastructure and smooth traffic flow.

Harmony Road is a major arterial road that links Interstate 25 to U.S. Highway 287 (College Avenue). In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to own and maintain Harmony Road. The funding is currently part of the 292 fund and is identified as the Harmony Road Maintenance Fund. This is a joint offer between the Streets and Traffic departments to provide routine maintenance such as sweeping, snow and ice removal, pothole repair, traffic signs and signal repairs, pavement markings, and mowing of road shoulders and medians. The expenditures for these activities are drawn directly from the Harmony Road Reserve.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

25.2 Street Maintenance Program: Harmony Road Asphalt and Concrete Rehabilitation - Timberline Road to College Avenue - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $3,447,039

2026 - $0

In 2024, Harmony Road between Timberline Road and Interstate 25 (Phase I) is scheduled to be completed. This offer is a continuation of that maintenance effort.

This enhancement offer will appropriate the remaining funds from the Harmony Road Reserves for the programmed street maintenance of Harmony Road between Timberline Road and College Avenue (Phase II) in 2025. The maintenance of Harmony Road was transferred from the Colorado Department of Transportation to the City of Fort Collins in 2005 along with a one time payout to compensate the City for future maintenance. Staff propose that the entire offer be fully funded from reserves, and whatever cannot be financed from Harmony Road Reserves to utilize ¼-Cent Street Maintenance Reserves to complete the project.

Harmony Road is one of the most heavily traveled east/west gateways into Fort Collins from Interstate 25. The condition of the roadway, sidewalks and infrastructure enhances the beauty of the community and assists with traffic flow. It serves as a critical transit corridor linking Interstate 25, Loveland, Wellington, Timnath and other communities to Fort Collins.

The Street Maintenance Program (SMP) has been monitoring the Pavement Condition Index (PCI) of paved surfaces of Harmony Road, and the section from Timberline Road to College Avenue has fallen to a level requiring its next maintenance treatment (Projected 2024 PCI data is = 43). A 43 PCI equates to a Level of Service “D” or “Poor” rating. This resurfacing effort will add approximately 16.8 lane miles of effort to the 2025 season with an estimated 20 year extension of the life of the road surface.

Concrete repairs and Americans with Disabilities Act (ADA) compliant pedestrian ramp improvements will be necessary prior to paving.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

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53.1 Traffic Engineering - *Offer Type: Ongoing* - Funded

2025 - $1,389,189

2026 - $1,429,721

Traffic Engineering includes traffic signal timing, staffing the Traffic Management Center, traffic data collection, traffic safety data management and analysis, work area traffic control, neighborhood traffic mitigation, development review and department administration.

Traffic Operations provides ongoing management and optimization of signal timings on major arterial street corridors, implements state of the art signal control technologies including traffic adaptive control, and uses real time and historical travel data to monitor, evaluate and improve travel throughout Fort Collins.

Traffic Engineering leads the Citywide traffic safety program using a data informed approach to analyze crash data to identify opportunities to improve safety, implement low cost safety measures and inform safety projects in Engineering, FC Moves, Police Services and other community based organizations. Traffic provides support to City Council, the Planning and Zoning Board, the Transportation Board and the North Front Range Metropolitan Planning Organization. Traffic Engineering also provides support for other City departments including, but not limited to FC Moves, Engineering, Streets, Parking Services, Police Services, Community Development & Neighborhood Services and the City Manager's Office.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City’s Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

53.2 Traffic Signals - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,202,837

2026 - $1,238,156

This offer funds ongoing maintenance and repair to the City's traffic signal infrastructure, helping to ensure a safe and efficient transportation system for all users. Traffic signals include signal control hardware, software, the communication system, and signal infrastructure such as poles, mast arms, vehicle and pedestrian indications, detection systems, wire and conduit. Operation and maintenance of the City's signal system is an essential safety service and an important element in minimizing travel delays, fuel consumption and air pollution.

The Traffic Operations Department operates and maintains 192 traffic signals, 34 pedestrian/fire signals, 49 reduced speed school zones, and 21 pedestrian warning signals. In addition, Traffic Operations maintains 48 closed circuit television monitoring cameras, 44 radar speed feedback signs, and over 600 detection cameras used to provide input to the transportation system. Approximately 66 miles of fiber-optic cable and wireless radios at outlying locations allow remote traffic management from the City’s Traffic Management Center. The City installs an average of five new signals, 12 detection cameras and 24 audible pedestrian signals each year. There are currently plans for over 10 new signals in 2024 alone.

The Traffic Operations Department operates and maintains the Traffic Management Center (TMC) located within the Traffic Operations facility. The TMC is a critical hub of the Citywide network that allows remote monitoring and operation of traffic signals and signal components. To keep the system running, ongoing equipment maintenance, software patches and hardware upgrades are required. Most system maintenance and operational support of the traffic system is completed by Traffic Operations staff.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

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53.3 Traffic - Signs and Pavement Markings - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $1,247,121

2026 - $1,285,986

This offer provides ongoing maintenance and improvement of the City's traffic sign and pavement marking infrastructure, helping to ensure safe and efficient mobility throughout Fort Collins.

More specifically, this offer provides for the fabrication, installation, repair and maintenance of traffic signs and pavement markings on all public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate all modes of travel.

The Traffic Operations Department maintains approximately 40,000 traffic signs. Maintenance includes repairing or replacing damaged, faded or missing signs. In 2023, more than 1,500 signs were repaired or replaced. Maintenance of these signs is an important component of customer service as these signs are necessary for safety and navigating the street system.

Traffic Operations maintains approximately 920 lane miles of longitudinal markings such as lane lines, bike lanes and street center lines. They also maintain over 11,000 transverse markings such as crosswalks, stop bars, turn arrows, railroad markings, bike lane markings, parking stall markings, red curb paint to indicate parking restrictions and 14,000 square feet of green-colored pavement markings.

The maintenance of traffic signs and pavement markings is important for all modes of travel. Many signs and markings are made and installed specifically for transit, bicycle, pedestrian and school safety programs.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

53.4 Traffic Operations Equipment - *Offer Type: Asset Management-Ongoing* - Funded

2025 - $354,801

2026 - $361,718

This offer funds the continued management, maintenance, repair and improvement of the City's transportation system infrastructure. Currently the City's total investment in the traffic signal infrastructure is estimated at over $100M. Much of this infrastructure was installed in the 1970s and 1980s, and needs replacement or upgrade. In 2011, funds were allocated to Traffic Operations for equipment replacement and upgrade.

Funding will be used to replace aging traffic signal infrastructure, upgrade equipment in the Traffic Management Center, replace vehicles that are past their service life, and purchase/upgrade other needed equipment to provide core services.

Without this funding, maintenance activities will go back to a less cost effective reactionary mode where items are only replaced when they fail. This tends to be less cost effective in the long run and has greater implications for users of the transportation system. It is also less strategic as decisions about equipment replacement are driven by immediate needs versus long term planned asset management goals. By maintaining this funding for equipment replacement, Traffic Operations can provide more proactive maintenance for equipment.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

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53.5 Traffic - Neighborhood Transportation Safety - *Offer Type: Ongoing* - Funded

2025 - $220,375

2026 - $225,884

Speeding and cut through traffic in residential neighborhoods are common concerns expressed by Fort Collins residents. Prior to 2010, the City's Neighborhood Traffic Mitigation Program was limited in scope ($20,000), providing portable radar speed trailers, yard signs and radio advertisements reminding drivers to slow down in neighborhoods, school areas, etc. The program has expanded to include speed tables, medians, pedestrian refuge islands, sidewalk curb extensions, and other pedestrian crossing improvements to help support Vision Zero implementation, Active Modes implementation and provide a more comprehensive approach to traffic calming.

Since 2010, traffic mitigation projects have been completed on more than 68 residential streets. Projects have included road diets (converting a street from four lanes to three lanes, including a center turn lane), radar speed displays, dynamic school speed limit signs and speed humps. These devices are applied based on screening criteria along with an extensive consensus building process within each neighborhood.

Demand for mitigation in neighborhoods is increasing. In 2023, 12 speed humps were installed on seven streets. In 2024, 16 speed humps on nine streets have been approved for construction.

The program was revamped in 2019 to streamline the process for community members, and due to increasing demand created a system that prioritizes approved mitigation locations based on severity of concerns. This offer proposes to continue the Neighborhood Traffic Mitigation Program at current funding levels.

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City’s Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- T&M - 24/7/365 Operational Excellence

53.6 Vision Zero Action Plan Implementation - *Offer Type: Enhancement* - Unfunded

2025 - $150,000

2026 - $150,000

This offer will support the following as recommended in the City’s Vision Zero Action Plan:

• Install quick-build improvements on the High Injury Network, including those recommended in ongoing Intersection Safety Audits. Quick-build improvements use paint, posts and temporary materials to create infrastructure such as curb extensions, bulb outs, pedestrian refuge islands and protected bike lanes. Quick-build improvements are a way to try things out and potentially modify designs before replacing them with permanent structures.

• Prepare the City's annual Safety in the City analysis/Vision Zero Progress Report, which is a critical tool to help identify crash patterns and measure progress toward the Vision Zero goal.

• An audit of codes and standards, such as Larimer County Urban Street Standards, Fort Collins Traffic Code, Fort Collins Land Use Code, Traffic Operations Manual, and Master Street Plan, and recommended updates to align policy with several plans: Vision Zero Action Plan, Active Modes Plan, 15-Minute City, North College MAX Plan, Electric Vehicle Readiness Roadmap, and Shift Your Ride Travel Options Plan. The update will further ensure alignment with the recent publication of the 11th Edition of the Manual for Uniform Traffic Control devices and federal adoption of the Public Right of Way Accessibility Guidelines. Aligning

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policy with the Vision Zero and Active Modes Plans is the highest priority.

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

53.7 PDT Accessibility Program Implementation - *Offer Type: Asset Management-Enhanced* - Unfunded **2025 - $3,000,000** **2026 - $3,000,000**

The City of Fort Collins is responsible for nearly 1,500 pedestrian push buttons. Only 23% of those buttons meet current ADA standards. This offer would support accessibility improvements by adding button poles, replacing non compliant buttons and reconstructing landings and ramps at signalized intersections. The current estimated cost to bring all pushbuttons into compliance is $3.3 million.

This PDT Enhancement would also partially fund Phase 1 (right of way corner ramp upgrades) and Phase 2 (reconstruction of non compliant drive cut ramps) of the City's effort to bring the City pedestrian sidewalk system into compliance.

Currently 91% of bus stops under Transfort's jurisdiction are ADA compliant. The City of Fort Collins has a goal of 100% bus stop ADA compliance by 2026. ADA accessible bus stops are a critical transportation requirement for individuals with disabilities, and a high priority for the community. This offer represents the remaining unmet need to complete construction at the outstanding 9% of bus stops that need to be upgraded to meet ADA compliance, including improvements needed at the Downtown Transit Center, a major transportation hub. This offer will also fund some amenities throughout the system such as lighting, seating and shelters to benefit individuals with disabilities.

As prepared, this request would provide funding of $1 million per year for each department included (Streets, Traffic and Transfort).

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving

53.9 Traffic - Grant Match - Highway Safety Improvement Program (HSIP) - *Offer Type: 1-Time Enhancement* - Funded **2025 - $0** **2026 - $138,300**

This offer will fund the City's matching share for two grants awarded through the Highway Safety Improvement Program (HSIP). This program requires the local agency to provide matching funds in the amount of 10% of the total project cost. The City's matching share is $38,889 for Grant 1 and $138,300 for Grant 2.

Grant 1: award amount is $350,000, for a total project cost of $388,889. City staff identified intersection approaches at 21 signalized intersections that are expected to see a reduced crash rate with the implementation of flashing yellow arrows. This work directly supports the City's Vision Zero goals.

Grant 2: award amount is $1,244,700, for a total project cost of $1,382,700 for improvements at the intersection of Riverside & Lemay. Improvements to this intersection would include a full reconstruction of the signal. This would include an upgraded cabinet and controller that could handle time of day flashing yellow arrow heads (TOD FYA) and add pedestrian protection signal phasing, both of which are planned with the project. The City's recent intersection safety audit (ISA) recommends implementation of TOD FYA to address the approach turn crashes as well as reflective back plates to improve visibility to the signal heads,

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both of which will be implemented with the project. Full signal reconstruction is required to achieve head alignment within lanes, consistent with applying the FYA heads. Additionally, pedestrian safety will be improved through the use of pedestrian protection signal phasing and modifications to the northbound right turn slip lane to create a raised pedestrian crossing. Both of these modifications are systemic improvements enumerated in the Active Modes Plan, which are recommended to increase pedestrian safety at signalized intersections.

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

53.10 Neighborhood Transportation Safety: Enhanced - *Offer Type: Enhancement* - Funded

2025 - $300,000

2026 - $300,000

This offer will support the City's Vision Zero Action Plan by:

- Installing quick-build improvements on the High Injury Network, including those recommended in ongoing Intersection Safety Audits.
- Preparing the City's annual Safety in the City analysis/Vision Zero Progress Report, a critical tool for identifying crash patterns and measuring progress.
- Auditing codes and standards, such as Larimer County Urban Street Standards, Fort Collins Traffic Code, Fort Collins Land Use Code, Traffic Operations Manual and Master Street Plan, and recommending policy updates to align with Vision Zero Action Plan, Active Modes Plan, etc. The update will ensure alignment with the the Manual for Uniform Traffic Control Devices and Public Right-of-Way Accessibility Guidelines.

This offer will also continue transportation safety assessments at schools. Previous work related to this offer has resulted in seven total safety assessments for the following schools: Beattie, Dunn, Irish, Lopez, Tavelli, and Zach elementary schools, and Kinard Middle School. These assessments have led to improvements in conditions for walking/biking/rolling to school. At Lopez Elementary, the intersection of Wabash and Benthaven was redesigned to provide better protection for pedestrians. At Zach Elementary, two improved bike-ped crossings of Kechter Road are being designed and constructed in 2024-25, funded by a $746,000 CDOT SRTS grant.

This Offer supports the following Strategic Objectives:

- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

56.1 Parks: Streetscape Maintenance - *Offer Type: Ongoing* - Funded

2025 - $1,228,263

2026 - $1,277,049

Funding this offer will support the maintenance of 108.3 acres of streetscape (medians and parkways) in the City. Streetscapes help provide safe, functional and visually appealing streets for the community. A majority of streetscapes are located in arterial roadways. The Parks Department assumes responsibility for new streetscape maintenance from the Engineering Department after project completion.

Basic maintenance for turf, low-density planting areas and hardscapes is provided by private contractors. Contractual duties include maintaining irrigation systems, mowing, trimming, weeding and cleaning. Outsourcing this maintenance operation has kept maintenance costs low for these areas that require routine basic maintenance. The Forestry Division provides tree care for all streetscapes with funding located in Offer 59.1.

In 2013, new Fort Collins Streetscape Standards were implemented. These new standards require more intensive maintenance with an emphasis on horticulture

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and plant survival. Local contractors do not have the capacity and/or expertise to handle the higher level of maintenance required for these areas. Poor maintenance is the primary cause of plant failure. Subsequently, the Parks Department horticulture staff has assumed responsibility for more than 10 acres of new and renovated medians with high-density plantings. This approach has been a success in keeping plant life alive and thriving under difficult conditions. The horticulture crew will continue to maintain all new streetscapes developed under the new standards with high-density planting to ensure the success of these locations. This program contributes to safe traffic flow on City streets, as well as a visually appealing community. These sites create inviting entryways into the community and attractive landscaping that enhances the value of the community.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- HPG - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

56.2 Parks: 2.0 FTE Operational Resources for Recent Streetscape Expansion - *Offer Type: Enhancement* - Unfunded **2025 - $138,142** **2026 - $191,529**

Funding this offer will provide needed staffing and funding for new streetscape maintenance responsibilities in 2025 and 2026. The Parks Department's capacity to maintain additional properties is unavailable without maintenance resources and new support personnel. The new properties represent a significant capital investment in the community. Many of these locations are gateways to Fort Collins and require a high level of care to maintain the desired effect of the original design.

The Parks Department is tasked with maintaining the City's streetscape system. Expansion of the City's Capital Improvement Projects necessitates hiring 2.0 FTE classified positions to maintain these additional responsibilities that are either completed or already in construction. Parks assumes responsibility for maintaining sites immediately after Engineering has completed construction and is heavily involved in design review and construction inspections prior to turnover.

Additional City Capital Improvement Project maintenance responsibilities include the Vine & Lemay Overpass, South Timberline Corridor Improvements Stetson Creek to Zephyr, and College & Trilby Intersection Improvements. The I 25 at Prospect Interchange constructed by CDOT will also be the responsibility of the Parks Department to maintain.

Full time Worker I positions, as opposed to hourly positions, are necessary because Streetscape maintenance requires more technical expertise in irrigation system water management and conservation, GIS mapping, specialized horticultural knowledge of landscapes, and plant inventory and mortality analysis. Positions also support Parks' snow removal duties in winter. It is a year round program and needs appropriate staffing to meet those obligations.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- HPG - 24/7/365 Operational Excellence

56.3 Parks: Streetscape Infrastructure Replacement - *Offer Type: Asset Management-Enhanced* - Unfunded **2025 - $400,000** **2026 - $400,000**

Funding this offer will provide $400,000 per year for Streetscape infrastructure replacement that involves irrigation, landscape and decorative hardscape

treatments.

The City of Fort Collins maintains approximately 108 acres of land in the public right-of-way. Approximately 50 acres of streetscapes are irrigated and need major renovations. These streetscapes support more than 3,000 trees within the urban forest and are located on major arterials, which helps enhance community character. There are more than 120 irrigation taps spread over three different water utility districts (Fort Collins Utilities, ELCO, Fort Collins/Loveland Water District). Streetscapes renovated through this offer will be converted to meet the 2013 Streetscape Standards, and to promote water conservation techniques and the use of Colorado-specific plant material.

Focus areas include Downtown streetscapes, safety improvements for visibility along Foxtail Street that were requested but not funded, and improvements along West Drake Road. Water conservation focused sites include areas with a poor history of water usage (consistent pattern of using more than the water budget or extreme due to irreparable irrigation system damage that affects plant mortality) and sites with installation dates more than 30 years old. Examples of areas include sections along Drake Road, Shields Street, Taft Hill Road, Mountain Avenue, Willox Lane, Timberline Road near Harmony, and West Harmony Road. Additionally, installing centrally controlled irrigation controllers in strategic areas will improve water conservation.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- HPG - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

65.1 Transit Fixed-Route Network - *Offer Type: Ongoing* - Funded

2025 - $19,369,221

2026 - $20,035,962

This offer will pay for salaries and benefits of transit personnel, fleet and facility maintenance, fuel, insurance, uniforms and technology. This offer also includes support services, such as road supervision, dispatch, scheduling, customer service, utility costs, service planning, public outreach, administrative staffing, technology support, communication expenses (telephone, wireless, etc.), passenger safety and code enforcement, supplies and liability insurance.

Transportation is a key factor in leading a life of opportunity, choice and dignity for individuals in our community. When historically marginalized communities have access to affordable public transit, they are better able to access essential services, such as health clinics and hospitals, grocery stores, employment centers and recreation centers. Transfort uses telephonic translation services.

Transfort operates 22 fixed routes throughout Fort Collins and one regional route that serves Fort Collins, Loveland, Berthoud, Longmont and Boulder (provided with contributions from each community). Route frequencies vary. MAX BRT (bus rapid transit) and two CSU routes operate on 10-minute frequencies; other routes operate at either 30-minute or hourly frequencies. Generally, transit service operates from 6:30 a.m. to 7 p.m., with six routes operating later evening service until 10:30 p.m.. The MAX BRT route operates from 5:30 a.m. to 12:30 a.m.. Transit services operate 365 days per year. In the years 2020 2022, hours and frequency of routes were reduced due to the COVID-19 pandemic. Currently, Sunday service is temporarily suspended.

Transfort is increasing public outreach efforts to anticipate the needs of diverse communities and plan for large projects, such as the West Elizabeth Bus Rapid Transit Project. Transfort will maintain regular participation with boards and committees, such as the Dial-a-Ride and Transit Advisory Committee (DARTAC) and the Disability Advisory Board (DAB).

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This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.2 Game Day Transit Service - *Offer Type: Ongoing* - Funded

2025 - $100,000

2026 - $100,000

These services are provided to the entire community before, during and after football games hosted at CSU's Canvas Stadium. CSU and the City work together to design the service, and the City is reimbursed for actual costs. The City of Fort Collins and CSU will enter into an intergovernmental agreement (IGA) to fund these services. CSU funds the entire cost of this offer. Additional expanded service on game days for increased community wide demand is funded in Transfort's ongoing core services offer. Transfort uses telephonic translation services in the process of transit service provision and customer service functions.

During game days, there are four ADA (Americans with Disabilities Act) shuttles that operate four hours prior to kickoff and one hour after the game ends. When Transfort operates this this service, low-floor buses with ramps are used to meet ADA requirements, and offer easier boarding and alighting for passengers. With four buses operating these shuttles, there is five minute frequency on this route.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.3 Poudre Express Regional Transit Service Partnership - *Offer Type: Continuing Enhancement* - Funded

2025 - $120,000

2026 - $120,000

The high level of commuting into the community has a significant impact on congestion and quality of life for residents and travelers. Regional services are a key mobility option that help address the negative impacts of in commuting. Following the success of FLEX and Bustang, Greeley Evans Transit (GET) began providing the Poudre Express between Greeley and Fort Collins in early 2020. FLEX is a regional service operated by Transfort that connects communities along Highway 287, and Bustang is a Colorado Department of Transportation (CDOT) service between Fort Collins and Denver.

The Poudre Express provides an important connection for travelers between the communities of Greeley, Windsor and Fort Collins, and offers an efficient connection for students and personnel between the University of Northern Colorado (UNC) and Colorado State University (CSU). This regional connector represents a successful collaboration among these communities and universities in terms of funding: the Associated Students of CSU contribute $20,000 toward this route, passed through the City of Fort Collins. The City's net contribution is then $100,000.

The Poudre Express service operates seven trips per day between Greeley and Fort Collins, with stops at Colorado State University (CSU), University of Northern Colorado (UNC), and Windsor. The alignment in Fort Collins includes I 25 from Highway 392 to Highway 14 with a stop at the Harmony Transfer Center (HTC), and along Highway 14 (Mulberry) to the CSU Transit Center. Passengers are able to make transfers to other routes at the CSU Transit Center, MAX, and transfer to Bustang and Transfort's Route 16 at the HTC. The Poudre Express transported 22,912 people in 2023. When individuals in disadvantaged communities have access to affordable public transit, they are better able to access health clinics and hospitals, grocery stores, employment centers and recreation centers.

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This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.4 Midday and Weekend FLEX to Boulder Bus Service - *Offer Type: Ongoing* - Funded

2025 - $1,047,345

2026 - $1,080,000

Transfort's commuter FLEX route contributes to the transportation community in Northern Colorado. FLEX serves the communities of Fort Collins, Loveland, Longmont, Boulder and smaller population centers in between.

FLEX weekday service consists of 19 round trips to Loveland, 14 round trips to Longmont, and 6 round trips to Boulder. Weekend service consists of 17 round trips to Loveland, 4 round trips to Longmont, and 2 round trips to Boulder. In 2023, the FLEX served over 138,638 riders. These numbers demonstrate the demand for transit service among these communities in Northern Colorado. Currently, FLEX does not operate on Sundays.

Transfort continues to reach out to diverse communities through public outreach and regular participation in boards and committees such as the Dial a Ride and Transit Advisory Committee (DARTAC) and the Disability Advisory Board (DAB). Transfort uses telephonic translation services in the process of transit service provision and customer service functions.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.5 Transfort: Capital Assets & Projects - *Offer Type: Ongoing* - Funded

2025 - $1,618,733

2026 - $2,928,970

This offer aims to enhance the efficiency and reliability of the public transportation system by investing in critical projects such as replacement, repair and maintenance of transit vehicles, equipment and assets. Maintaining and replacing assets and infrastructure improves system reliability, reduces breakdowns, minimizes downtime and lowers maintenance costs. Funding this offer will lead to tangible improvements in the public transportation infrastructure, benefiting Fort Collins residents and businesses alike. With appropriations totaling approximately $3.5M each in 2025 and 2026, this initiative will leverage grant revenue with local funds, with 80% of the appropriation coming from federal formula grants administered by the Federal Transit Administration (FTA), and a state grant administered by the Colorado Department of Transportation (CDOT).

Transfort receives four annual federal formula grants from the FTA and one annual state grant that will fund this offer. These programs typically require a 20% local match.

- 5339 funds can be used for capital repair, replacement and enhancement of assets related to rolling stock, facilities and technology.
- 5310 funds can be used for projects to benefit seniors and individuals with disabilities, including projects such as maintaining, replacing, and upgrading bus stops and bus stop amenities.
- 5307 funds can be used to maintain and replace capital assets as well as for transit planning and design projects.
- 5337 funds can be used to purchase buses and related equipment, construct and rehabilitate transit facilities, implement capital projects to improve transit service, and support transit planning and research activities related to MAX BRT
- FASTER (Funding Advancements for Surface Transportation and Economic Recovery) can be used to purchase and replace capital assets.

TRANSPORTATION AND MOBILITY

By investing in these initiatives, Transfort can ensure a more efficient, reliable and accessible public transportation system.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.6 CCIP – ADA Bus Stop Improvements - *Offer Type: Capital Project* - Funded

2025 - $100,000

2026 - $0

Funding this offer will result in construction upgrades to bus stops to improve accessibility in accordance with the Americans with Disabilities Act (ADA). Currently, approximately 90% of bus stop pads under Transfort's jurisdiction are ADA compliant. The City has a goal of 100% bus stop ADA compliance by 2026.

ADA accessible bus stops are a critical transportation requirement for individuals with disabilities, and a high priority for the community. As a result, $100,000 of Community Capital Improvement Program (CCIP) funds are dedicated to ADA bus stop upgrades in 2025. The construction portion of bus stop upgrades averages $12,000 per stop. Amenities added to bus stops such as shelters, benches, trash/recycle receptacles and bike racks are in addition to the construction costs. CCIP funding will be dedicated to construction upgrades.

Funding this offer will increase Transfort's ability to offer equitable service to all riders by improving access to facilities, including bus stops and the Downtown Transit Center. The goal is to have all bus stops in the community meet ADA requirements, allowing people with disabilities better access to transit service, and therefore, community services. Bus Stop Upgrades are being completed in neighborhoods across the community of varying income levels, socioeconomic status, demographic makeup and population type.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.7 Dial-A-Ride - *Offer Type: Ongoing* - Funded

2025 - $1,923,352

2026 - $1,944,381

The ADA stipulates that any public transit agency offering fixed route service must also provide paratransit service to eligible passengers within ¾ of a mile of the fixed route service area, during the same hours of service, and that the paratransit fare must not be more than twice the fixed route regular fare.

Paratransit trips can be scheduled from one day up to two weeks in advance. Reservations are taken Monday through Sunday from 8 a.m. to 5 p.m. Eligibility is assessed according to the ADA, which considers a person as eligible for paratransit service when their disability prevents them from using the fixed-route bus service. Passengers are pre certified for this door to door, on demand service through an eligibility application process.

Transfort's paratransit service is called Dial A Ride, and 100% of the service is provided by a third party contractor. This offer will pay for contract provider expenses based on a per trip charge and monthly call center staffing fee. The existing paratransit contract contains annual rate increases. Transfort staff oversees contract compliance through monthly audits and reporting requirements. Transfort also manages the paratransit service (Dial A Ride) contract for City of Loveland Transit (COLT) and is directly reimbursed from Loveland for costs incurred for paratransit services and contract administration fees.

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In addition to Dial A Ride, the Dial A Taxi program offers taxi vouchers to provide an additional, more flexible service for Dial A Ride clients, allowing them to travel outside of the paratransit service area and times. Funds for this program are appropriated in Offer 65.5.

This offer appropriates funds for Foothills Gateway Shuttle service provided by the paratransit third-party vendor and contribution to SAINT volunteer transportation. Funding is anticipated from two major sources: Federal Transit Administration Section 5307 grant funding and City General Fund.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- NCV 3 - Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes

65.11 Transfort: Local Fund Match - *Offer Type: Continuing Enhancement* - Unfunded

2025 - $1,000,000

2026 - $1,000,000

Transfort's annual budget is a mix of guaranteed federal and state funding sources in addition to City General Funds and Transit Reserve Funds. While Transfort's annual operational budget needs can currently be met through these means, ongoing maintenance and capital funding needs exceed what is budgeted through the Budgeting for Outcomes (BFO) process each cycle.

Transfort has completed several planning initiatives over the last several years, including 2019's Transit Master Plan (TMP) and 2024's Funding Study. Even with the recently passed 2050 Sales Tax Initiative, Transfort estimates it will still experience an unmet capital and operational need of approximately $10M annually to build out the TMP by 2040. In order to meet these unmet needs for extensive maintenance and capital expenditures, Transfort routinely applies for discretionary (competitive) federal and state funding sources. These funds generally require 20% of the total project cost to be contributed via local, or City, dollars. Federal agencies tend to prioritize discretionary awards for projects that can be considered "shovel ready" and can be accomplished quickly.

Transfort regularly receives feedback from the Federal Transit Administration (FTA) that its discretionary award applications are high quality and compelling applications for worthwhile projects. However, a consistent reason provided that award applications are not funded is due to the lack of secured local matching funds. Transfort's applications are not considered shovel ready because the local match needs to be identified and appropriated. Funding this offer will allow Transfort to submit stronger, more successful federal and state award applications.

To align with Our Climate Future, Transfort has developed a Zero Emission Fleet Transition plan with a goal to implement a 100% Zero Emission Fleet by 2040. Zero Emission vehicles and charging infrastructure represent a significant capital investment requiring discretionary funding.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

65.16 DTC On-Route Charging - CMAQ Funded - *Offer Type: 1-Time Enhancement* - Funded

2025 - $1,931,000

2026 - $0

Funding this offer will purchase two on route chargers for battery electric buses to be installed at Transfort's Downtown Transit Center (DTC), located at 250 N. Mason St. Transfort was awarded Congestion Mitigation and Air Quality (CMAQ) grant funding through the North Front Range Metropolitan Planning

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Organization (NFRMPO) and this offer will appropriate both the grant funding and the required local match, requested from the Transit 2050 Sales Tax, to allow Transfort to utilize the grant funds.

These chargers will support nine battery electric buses, including four on site in 2024 and five more on order for delivery in 2025, as well as future electric buses that will be incorporated into Transfort's fleet. The DTC chargers will support seven routes with a total annual mileage of over 300,000 miles and support an annual ridership of over 560,000 trips during normal service. The chargers have an estimated useful life of 15 years.

Transfort has partnered with the Center for Transportation and the Environment (CTE) to provide project planning and technical assistance throughout this project. CTE's recommendation to Transfort is to include both depot (overnight) charging at the maintenance facility and on route charging at the Transit Centers in order to meet the long term goal of deploying a 100% battery electric fleet on Transfort routes by 2040.

Implementing zero emission buses will contribute positively to the City's triple bottom line by decreasing fuel costs, creating a positive rider experience, and reducing greenhouse gases and particulate matter emissions.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- ENV 1 - Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience

65.17 CRP Funds – ADA Bus Stop Improvements - *Offer Type: Enhancement* - Funded

2025 - $550,377

2026 - $0

Funding this offer will allow Transfort to complete upgrades at approximately 15 bus stops within the Transfort service area. The budget for this project includes construction costs to bring stops into compliance with the Americans with Disabilities Act (ADA), acquisition costs for necessary right-of-way easements at some stops, and the purchase of amenities such as shelters, benches, trash cans and bike racks.

Currently, approximately 90% of stops within Transfort's bus system are ADA compliant and the City has a goal of 100% bus stop ADA compliance by 2026. This project will bring Transfort much closer to its goal of ADA compliance at all bus stops. ADA accessible bus stops are a critical transportation requirement for individuals with disabilities and a high priority for the community. Amenities added to bus stops such as shelters, benches, trash receptacles and bike racks are in addition to the construction costs. Studies have shown that increased amenities at bus stops often leads to an increase in ridership as amenities improve rider safety, security and comfort.

Transfort applied for grant funding through the North Front Range Metropolitan Planning Organization's (NFRMPO) call for projects for Carbon Reduction Program (CRP) funding and was awarded Fiscal Year 2025 funds in the amount of $538,447. This award requires $111,930 in local match. Community Capital Improvement Program (CCIP) funds in the amount of $100,000 will be used to fund the majority of this local match; these funds are being appropriated in Transfort Offer 65.6 CCIP ADA Bus Stop Improvements. This offer will appropriate the $538,447 in grant funding as well as the remaining $11,930 in local match funds required, which are requested to be appropriated from the transit portion of the 2050 Sales Tax.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- SAFE 2 - Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats

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65.18 Foothills Transit Station Project - RAISE Funding - *Offer Type: 1-Time Enhancement* - Funded

2025 - $11,713,570

2026 - $0

Transfort was awarded FY23 RAISE funding to construct a new transit station and roundabout at the intersection of Overland Trail and West Elizabeth Street.

The Foothills Transit Station will be located at the western end of West Elizabeth, providing a starting point and location for transfers for existing Transfort routes and seamlessly accommodating the future Bus Rapid Transit (BRT) line. This location will be convenient for bus turnarounds and layovers for multiple existing bus routes. The station will serve as a mobility hub with bicycle parking, opportunities for bike and scooter shares, micro transit pick ups and drop offs, and nearby parking for commuters. The transit station will include four bus bays, two of which will be sized for 60-foot articulated buses. The transit center will be designed to accommodate on route charging for Battery Electric Buses (BEB), in alignment with Transfort's Zero Emission Bus Transition Plan.

This project will have a number of safety benefits for the community:
- The single lane roundabout will replace the current traditional STOP intersection at Overland Trail and West Elizabeth, and is projected to mitigate broadside accidents in this intersection.
- Limited and/or inaccessible sidewalks leave pedestrians with uncomfortable walking facilities and difficult-to-navigate crossings at the intersection; cyclists ride in unprotected and narrow bikeways. Facilities for both pedestrians and cyclists will be prioritized in this project.

This offer will be funded through multiple sources including FY23 RAISE funding, FY24 Colorado Department of Transportation (CDOT) capital funds, FY25 CDOT capital funds, in kind match in the form of a land match from Colorado State University, and Electric Vehicle program funding through Xcel. Some additional local match funding is being requested from the transit portion of the 2050 sales tax.

This Offer supports the following Strategic Objectives:
- T&M - 24/7/365 Operational Excellence
- T&M 1 - Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

65.19 CCIP - Transfort Bus Fleet Replacement - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $1,000,000

2026 - $0

Funding from this offer will be used to support the replacement of Transfort's fleet; these funds will most likely be leveraged as local match to federal grant funds. Transfort currently operates a fleet of 53 active buses with four contingency buses that are primarily used for training, or to replace revenue vehicles that are out of service for extended maintenance. Transit buses typically have a useful life of 12 15 years, at which time they should be replaced to ensure the fleet is in a state of good repair. Transfort has a robust replacement program. At this time no buses are past their useful life; however, in the next two years four buses will meet their useful life and Transfort must begin planning for replacements now. Transit bus orders take between 18-24 months from concept to delivery due to long lead times for procurements and manufacture. Transfort applies for Federal Transit Administration (FTA) funding under the Low or No Emission Program (5339c) each year that the program is available and would use these CCIP funds as local match if awarded.

Transfort has completed a Zero Emission Vehicle Fleet Transition plan with a goal of deploying a 100% battery electric fleet on Transfort routes by 2040. Transfort currently has six electric buses onsite with five more on order to be delivered in 2025. Implementing zero emission buses will contribute positively to the City's triple bottom line by decreasing fuel costs, creating a positive rider experience, and reducing greenhouse gases and particulate matter emissions.

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Maintaining the fleet in a state of good repair and replacing buses at the end of their useful life reduces the costs associated with maintenance and costly repairs of older buses. Fewer breakdowns translate to better service delivery and improved on time performance of Transfort routes.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence

65.20 Transfort Routes 11/12 - *Offer Type: Enhancement* - Funded

2025 - $497,460

2026 - $497,460

Routes 11 and 12 were originally suspended from operation in May of 2020 as a result of the COVID-19 pandemic. While briefly re-instated in August of 2021, the routes were suspended again in October of 2021 due to staffing challenges and have not been reinstated since. Together, these routes provide bi-directional service along Horsetooth Road, allowing connections from East Horsetooth Road to the South Transit Center and MAX Bus Rapid Transit service. Furthermore, it provides a public transit option to and from Fort Collins High School, the Harmony Library, Front Range Community College, the Department of Motor Vehicles (DMV) and Foothills Mall. Hours of Service are from 7:00 a.m. until 10:00 p.m., Monday through Saturday. Routes 11 and 12 are the predominant routes serving Horsetooth Road, which is one of the most popular East-West travel corridors in Fort Collins. Transfort aims to continue to provide transportation service in this key area of the community. In 2019, the last year consistent service had been provided, roughly 5400 rides per month were provided, with a total of 65,000 rides annually.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.21 Transfort Sunday and Holiday Service - *Offer Type: Enhancement* - Funded

2025 - $0

2026 - $300,000

Prior to the COVID-19 pandemic, Transfort typically operated limited service on Sundays and holidays throughout the year as part of our commitment to transportation availability 365 days per year. The limited service includes routes MAX, 2, 3, 8, 14, and 16. Hours of service on these days are from 8:00 a.m. to 7:00 p.m. Sunday Service was suspended in May of 2020 due to the pandemic and has not been reinstated. Prior to 2020, Sunday ridership levels averaged approximately 2,300 riders per day, with the highest ridership on MAX.
Service on holidays was also suspended in May of 2020, but resumed in May of 2023. In 2024 to date, an average of 1600 rides per holiday have been provided through holiday service on the fixed route system, not including supplemental shuttles provided for the 4th of July. Prior to 2020, holiday ridership averaged almost 4,000 riders per holiday, with MAX again seeing the highest ridership.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving
- T&M - 24/7/365 Operational Excellence

65.22 Transfort: 4.0 FTE - Additional Transit Security Officers - *Offer Type: Enhancement* - Funded

2025 - $0

2026 - $316,012

Transfort is launching a system optimization study in 2024 to be wrapped up by late 2025. This study will take a holistic look at the transit system's needs, including security needs, over a horizon period of 5-10 years. Transfort would like to wait to fund the

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Transit Service Officers (TSOs) are special commissioned law enforcement officers who are a vital safety component of transit systems. Their uniformed presence discourages behavioral issues and crime incidents before they happen and increases employee and customer confidence. Transfort TSOs respond to calls on buses and at bus stops and transit centers, ranging from medical emergencies to serious behavioral and/or criminal events that may lead to citations or arrest by Fort Collins Police Services.

Reports of crime against persons and property in the transit system continue to rise. As the community and transit system have grown over the years, the safety and security team has not grown. As a result, employees and customers have expressed increasing safety concerns over the past several years. The Community Survey clearly shows a steady decline in the community's perception of safety in the transit system, with only 59% indicating feeling safe in the 2023 survey.

Transfort currently does not have enough TSOs to adequately support the personnel or public in the transit system. On a daily basis, Lead Operators and Transit Supervisors respond to potentially dangerous incidents and individuals that are best handled by law enforcement, including incidents of violence. A 2019 staffing study performed for Transfort reported that a transit system of this size should have 12 TSOs. At present, only 6.3% of Transfort's service hours have a TSO on duty, while the industry standard is 20%. This offer will provide 4.0 FTE TSOs who will work closely with FCPS, who respond with sworn officers when needed.

This Offer supports the following Strategic Objectives:

- T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving

66.1 Parking Services - *Offer Type: Ongoing* - Funded

2025 - $1,732,278

2026 - $1,806,933

Funding this offer will continue to provide the core functions and mission of Parking Services including: managing the public parking system, creating on-street parking space turnover, providing long term parking needs, contributing to safe and orderly traffic flow, and enhancing community livability through education, outreach and enforcement of parking regulations.

Parking Services' primary divisions consist of Parking Enforcement Officers, Customer Support staff, Administrative staff, and Residential Parking Permit (RP3) Program & Marketing, with support for community parking management solutions Information Technology, Project Management, Data Analytics, and Facility Maintenance and Operations.

Parking Services manages the parking system to support the economic vitality of Downtown Fort Collins by creating on street parking space availability and turnover through education, monitoring and enforcing parking time limits and providing longer term alternatives, such as parking structures or areas along the Transfort MAX line.

Parking Services manages the daily operations, including cleaning/facility services and regular maintenance, of the partnered parking structures (Civic Center and Old Town), surface lots, and payment applications and kiosks; parking enforcement and citation management; administering Municipal Court parking citation notifications; and administering the sale and renewal of parking permits. Parking Services also continues to maintain an existing level of service, parking capacity and availability in the impacted neighborhoods of the RP3 Program. It also provides community parking management solutions to address neighborhood parking regulations and continued Police Services support to establish a safety perimeter, specifically for CSU stadium events.

Parking Enforcement contributes to safe and orderly traffic flow in the community through the regular and systematic management of parking regulations.

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This Offer supports the following Strategic Objectives:

- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city

66.2 Firehouse Alley Parking Structure - *Offer Type: Ongoing* - Funded

2025 - $238,757

2026 - $239,405

Funding this offer will provide the daily operations and ensure timely completion of the required and ongoing preventative maintenance needs of Firehouse Alley Parking Structure (FAPS). This request will also establish funding to ensure that this shared parking asset remains current in its identified maintenance and repairs, and sets aside a reserve balance to seed funding to address those cycles of maintenance that require extensive work to ensure safe and convenient customer parking options.

Services provided by this offer include landscaping and snow removal, facility maintenance and repairs, security service, parking technology, video surveillance system, and creating reserves. This offer is necessary to properly manage and maintain this City asset that is critical to the long term sustainability of Downtown and supports the Parking Plan and Downtown Plan by facilitating infill and redevelopment.

The City owns the structure in partnership with the Downtown Development Authority (DDA) and the Bohemian Foundation. The City's portion of this offer is primarily funded from ongoing Parking revenues.
Parking Services operates three parking structures in the Downtown area; this offer is specific to identified maintenance, repairs and upkeep. The average life of a prefabbed parking structure, if regularly maintained, is 30 50 years. FAPS was constructed in 2017. Due to the typical degradation rate, age of the structure and maintenance needs, ensuring long term use requires regular structural repairs and preventative maintenance to keep it in a state of good repair and safe for Downtown users, and to prolong its usable life.

Delays in completing any maintenance work could lead to significant additional needed repairs if not completed as identified in the regularly performed condition assessment. Parking structures degrade over time. As parking assets age, their need for planned and ongoing maintenance needs to be responded to quickly.

This Offer supports the following Strategic Objectives:

- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

66.3 Civic Center Parking Structure Preventative Maintenance and Repairs - *Offer Type: Asset Management-Enhanced* - Funded

2025 - $25,000

2026 - $25,000

Funding this offer will help reduce the budget gap by appropriating funds for preventative maintenance and address identified repair/upkeep requirements to provide for a timely response to unplanned maintenance needs; any unspent year-end funds to be dedicated to the Civic Center Parking Structure (CCPS) specific reserves.

CCPS was constructed in 1999. It is a precast parking structure that contains four levels of parking and approximately 900 parking spaces, including City-owned retail space and currently housing FCPS D1. The age and degradation of this facility requires ongoing and regularly performed maintenance. In lieu of reacting to structural repair issue(s); there should be funding reserves available to ensure the safety of the structure, as well as to prolong the usable life of this parking

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asset. The City owns the structure in partnership with Larimer County; with contractual obligations regarding management and maintenance of this facility.

As identified, parking structures require ongoing maintenance throughout their lifecycle to remain in a state of good condition. There are seasons where the required maintenance fluctuates, depending on the completed condition assessments performed by contracted engineering firms. For that reason, maintaining a dedicated reserve balance will allow repairs/maintenance to remain current, without major lapses; to provide valuable customer experience.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

66.5 Civic Center Parking Structure - *Offer Type: Ongoing* - Funded

2025 - $456,743

2026 - $457,892

Funding this offer will provide the daily operations and ensure timely completion of the required and ongoing preventative maintenance needs of Civic Center Parking Structure (CCPS). This request will also maintain funding to ensure that this shared parking asset remains current in its identified maintenance and repairs, as well to maintain a reserve balance to seed funding to address those cycles of maintenance that require extensive work to ensure safe and convenient customer parking options.

Services provided by this offer will include landscaping and snow removal, facility maintenance and repairs, security service, parking technology and maintaining reserves. This offer is necessary to properly manage and maintain this City asset that is critical to the long term sustainability of Downtown and supports the Parking Plan and Downtown Plan by facilitating infill and redevelopment.

The City owns the structure in partnership with Larimer County. The City’s portion of this offer is primarily funded from ongoing Parking revenues.

Parking Services operates three parking structures in the Downtown area; this offer is specific to identified maintenance, repairs and upkeep. The average life of a prefabbed parking structure, if regularly maintained, is 30 50 years. CCPS was constructed in 1999. Due to the typical degradation rate, age of the structure and maintenance needs, ensuring long term use requires regular structural repairs and preventative maintenance to keep it in a state of good repair and safe for the Downtown users, and to prolong its usable life.

Delays in completing any maintenance work could lead to significant additional needed repairs if not completed as identified in the regularly performed condition assessment. Parking structures degrade over time. As parking assets age, their need for planned and ongoing maintenance needs to be responded to quickly.

This Offer supports the following Strategic Objectives:

- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

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66.6 Old Town Parking Structure - *Offer Type: Ongoing* - Funded

2025 - $261,953

2026 - $262,555

Funding this offer will provide the daily operations and ensure timely completion of the required and ongoing preventative maintenance needs of Old Town Parking Structure (OTPS). This request will also establish funding to ensure that this shared parking asset remains current in its identified maintenance and repairs, as well to set aside a reserve balance to seed funding to address those cycles of maintenance that require extensive work to ensure safe and convenient customer parking options.

Services provided by this offer include landscaping and snow removal, facility maintenance and repairs, security service, parking technology and creating reserves. This offer is necessary to properly manage and maintain this City asset that is critical to the long term sustainability of Downtown and supports the Parking Plan and Downtown Plan by facilitating infill and redevelopment.

The Downtown Development Authority (DDA) owns this structure, and the City is responsible for management and maintenance. The City's portion of this offer is primarily funded from ongoing Parking revenues.

Parking Services operates three parking structures in the Downtown area; this offer is specific to identified maintenance, repairs and upkeep. The average life of a prefabbed parking structure, if regularly maintained, is 30 50 years. OTPS was constructed in 1984. Due to the typical degradation rate, age of the structure and maintenance needs, ensuring long term use requires regular structural repairs and preventative maintenance to keep it in a state of good repair and safe for the Downtown users, and to prolong its usable life.

Delays in completing any maintenance work could lead to significant additional needed repairs if not completed as identified in the regularly performed condition assessment. Parking structures degrade over time. As parking assets age, their need for planned and ongoing maintenance needs to be responded to quickly.

This Offer supports the following Strategic Objectives:

- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

66.7 Civic Center Parking Structure Reserve Deficit/Replenishment - *Offer Type: 1-Time Enhancement* - Funded

2025 - $500,000

2026 - $0

Funding this offer will replenish the depleted reserve balance of Civic Center Parking Structure (CCPS). Due to deferred maintenance and the unplanned replacement of the southeast stairwell, this cost and duration of repairs has used the $1.4M reserve balance, as contractually dedicated for CCPS.

American Rescue Plan Act (ARPA) dollars were provided to address deferred maintenance needs, as identified in the 2019 Condition Assessment report. To move the federally funded project along, ~$250k local funds were used as well, and the southeast stairwell moved from repair to replace, based on the deferment of the required maintenance items. The total cost to replace the stairwell is ~$1.2M, and between both project needs, the reserve balance will be decimated. Bringing this dedicated reserve balance close to $0 will violate the contractual obligation that the City of Fort Collins has with the co owner of the parking structure, Larimer County.

Fort Collins recently met with Larimer County regarding the shared financial responsibility of this asset. Larimer County will fund a portion (one half) of the

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stairwell replacement. They will also provide the City ~$500k, which will replenish a large portion of the reserve balance, with the other half to be provided by the City.

This offer will bring the required reserve balance to a reasonable level, with the remaining shortfall to be provided by the enforcement efforts made, i.e., local fund contribution.

The average life of a prefabbed parking structure if regularly maintained is 30 50 years. CCPS is 25 years old, constructed in 1999, and requires regular structural repairs and preventative maintenance to remain in a state of good repair and safe for users, and to prolong its usable life.

This Offer supports the following Strategic Objectives:

- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

66.8 Parking: Fixed License Plate Recognition - *Offer Type: 1-Time Enhancement* - Funded **2025 - $195,000**

2026 - $195,000

Funding this offer captures revenue lost to misuse of the long term parking structure availability and will inherently allow an improved customer experience when navigating the three City-managed parking structures. By installing a fixed License Plate Recognition (LPR) system at the entrance and exit, it will provide additional customer choice to improve their parking experience. It will also allow ongoing management of the parking users, not solely based on point in time management by a Parking Enforcement Officer as is currently conducted. A fixed LPR system would allow ongoing and robust parking session management and revenue collection, contributing to the regular maintenance requirements.

In 2019, when the Civic Center Parking Structure and Old Town Parking Structure were converted to a gateless system, the ability to capture actual user parking sessions was greatly reduced. The revenue drop was fairly steep initially, with increased enforcement efforts to bring that revenue decrease to a reasonable level. However, this model requires staff to actively patrol the parking structures to ensure compliance. With the installation of a fixed LPR system, full and ongoing robust management of parking events would be captured and allow for either parking session payment, plus convenience fee, and/or a parking citation to be issued for failing to initiate a parking session.

Firehouse Alley Parking Structure was built with a gateless system; however, the same methodology is used to ensure a parking session has been initiated (i.e., paid for).

The revenue collection would greatly assist with the funding required to maintain these City assets that require regular and ongoing maintenance.

This Offer supports the following Strategic Objectives:

- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city

66.9 Old Town Parking Structure Preventative Maintenance and Repairs - *Offer Type: Asset Management-Enhanced* - Funded **2025 - $90,000**

2026 - $90,000

Funding this offer will help reduce the budget gap by appropriating funds for preventative maintenance and address identified repair/upkeep requirements to

TRANSPORTATION AND MOBILITY

provide for a timely response to unplanned maintenance needs; any unspent year-end funds to be dedicated to the Old Town Parking Structure (OTPS)specific reserves.

OTPS was constructed in 1984. It is a precast parking structure that contains four levels of parking and approximately 325 parking spaces and includes retail space; currently housing Poudre Fire Authority. The age and degradation of this facility requires ongoing and regularly performed maintenance. In lieu of reacting to structural repair issue(s); there should be funding reserves available to ensure the safety of the structure, as well as to prolong the usable life of this parking asset. Contractual obligations exist regarding management and maintenance of this facility.

As identified, parking structures require ongoing maintenance throughout their lifecycle to remain in a state of good condition. There are seasons where the required maintenance fluctuates, depending on the completed condition assessments performed by contracted engineering firms. For that reason, maintaining a dedicated reserve balance will allow repairs/maintenance to remain current, without major lapses; to provide valuable customer experience.

This Offer supports the following Strategic Objectives:

- T&M - 24/7/365 Operational Excellence
- T&M 3 - Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city
- HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility

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BUDGETING, ACCOUNTING & FUNDS

AUTHORIZATION TO SPEND - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year but can be done by the City Council anytime during the year if funds are available.

BUDGET BASIS -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned, and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual-based accounting debt proceeds are recorded as liabilities rather than as revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of these funds are Light & Power, Water, Wastewater, Storm Drainage, Golf, all the internal service funds, and the pension retirement fund.

BUDGET TYPES – Budgets are either *lapsing* or *non-lapsing*. Lapsing budgets are annual budgets used for operating and maintenance activities and make up the vast majority of appropriations. Non-lapsing budgets are authorized for the length of a capital project or the term of a grant.

FUND ACCOUNTING - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings account is called fund balance and can be restricted, committed or assigned for a specified purpose.

FUND TYPES - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

Special Revenue and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or

resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

Enterprise Funds are self-supporting through user fees. Light and Power, Water, Wastewater, Stormwater and Broadband Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

Internal Service Funds provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the five utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

LEGAL LEVEL OF CONTROL – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

NET CITY BUDGET - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

GENERAL FUND - 100
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$86,545,002**	**$85,449,320**	**$76,661,985**	**$50,479,257**	**$43,116,509**
Revenues					
Property Taxes	27,931,876	27,692,295	33,824,388	33,439,997	34,108,797
Sales & Use Tax	141,854,647	145,442,274	148,637,637	153,352,515	157,465,620
Occupational Privilege Tax	2,726,659	2,742,542	2,525,000	2,975,000	3,025,000
Lodging Taxes	2,039,310	2,460,178	2,000,000	2,540,000	2,610,000
Business Licenses & Permits	621,002	628,105	602,000	629,500	633,000
Non-Bus Licenses & Permits	2,155,348	1,958,101	2,754,000	2,498,080	2,677,654
Court	530,211	625,754	800,000	625,000	625,000
Police	1,372,426	1,330,730	2,873,108	5,399,163	5,567,603
Other Fines & Forfeitures	38,031	65,405	15,000	65,000	65,000
Operating Grants/Contributions	6,646,725	13,533,680	3,765,782	2,129,926	2,189,372
Capital Grants/Contributions	0	0	406,680	0	0
Shared Revenues	2,011,590	1,810,413	1,700,000	900,000	900,000
Payment in Lieu of Taxes	12,193,997	12,685,276	12,976,607	14,248,144	15,144,481
Other Intergovernmental	0	779,384	763,060	2,164,678	860,441
Fees-General Government	8,038,225	8,875,424	10,543,156	10,617,909	10,888,236
Fees-Public Safety	1,061,611	406,294	454,275	1,800	2,000
Fees-Cult., Park, Rec, Nat. A.	443,558	413,131	531,500	370,500	370,500
Fees-Planning and Development	1,232,715	1,174,199	1,646,500	1,581,000	1,625,940
Other Charges for Service	490,516	391,755	225,322	245,000	250,000
Interest Revenue	(3,378,863)	5,994,235	983,936	2,892,839	2,888,549
Assessments	98,790	62,841	72,000	65,000	65,000
Rents	348,071	367,359	215,016	363,262	370,090
Contributions & Donations	1,160,290	151,196	(150,531)	634,681	710,365
Non Operating	1,062	432	0	0	0
Other Miscellaneous	536,739	788,237	6,660	354,420	349,842
Total Revenues	**$210,154,535**	**$230,379,238**	**$228,171,096**	**$238,093,414**	**$243,392,490**
Other Financing Sources					
Proceeds of Debt Issuance	0	8,690,894	0	0	0
Transfers from Funds	2,514,400	2,446,684	2,840,041	1,911,816	2,014,730
Total Other Financing Sources	**$2,514,400**	**$11,137,578**	**$2,840,041**	**$1,911,816**	**$2,014,730**
Total Revenues & Other Financing Sources	**$212,668,935**	**$241,516,815**	**$231,011,137**	**$240,005,230**	**$245,407,220**
Expenditures					
Finance	9,822,116	14,448,468	11,264,096	6,946,431	7,431,201
Human Resources	3,554,991	3,696,827	3,246,769	3,748,684	3,916,103
Operation Services	14,426,147	15,148,024	19,037,649	17,636,033	15,587,251
Comm & Public Involvement	2,861,599	3,777,500	4,064,890	4,178,945	4,295,172
Emergency Prep & Security	801,371	1,110,206	1,329,695	1,243,171	1,303,336
Information Technology	118,895	728,764	450,000	0	0
City Attorney's Office	3,201,295	3,747,705	4,383,924	4,753,510	4,987,700
City Clerk's Office	1,312,340	1,365,699	1,644,282	1,637,645	1,613,547
City Council	191,446	527,687	546,799	600,292	633,035
City Manager's Office	2,829,387	3,299,980	3,440,266	3,421,987	3,507,201
Economic Development	1,516,730	1,793,972	2,040,555	2,329,550	2,586,571
Social Sustainability	3,211,169	5,007,837	3,477,936	4,057,825	3,931,458
Environmental Services	2,363,065	2,698,500	5,965,882	2,823,093	2,936,460
Municipal Court	1,665,519	1,719,979	2,672,136	2,681,921	2,785,226
Police	55,283,555	59,794,121	65,167,237	66,703,308	67,063,693
Community Services Admin	670,023	568,879	633,884	725,727	747,300
Lincoln Center	461,201	519,612	768,053	589,245	591,756
Parks	15,948,671	16,964,422	17,578,038	17,172,618	17,692,108
Recreation	84,018	271,859	28,141	0	0
Natural Areas	527,037	546,720	574,094	739,496	673,588
Comm Dev & Neighborhood Svcs	9,729,551	11,373,984	14,829,109	12,821,583	13,220,881
PDT Administration	1,152,227	1,236,219	1,274,133	1,303,909	1,343,980

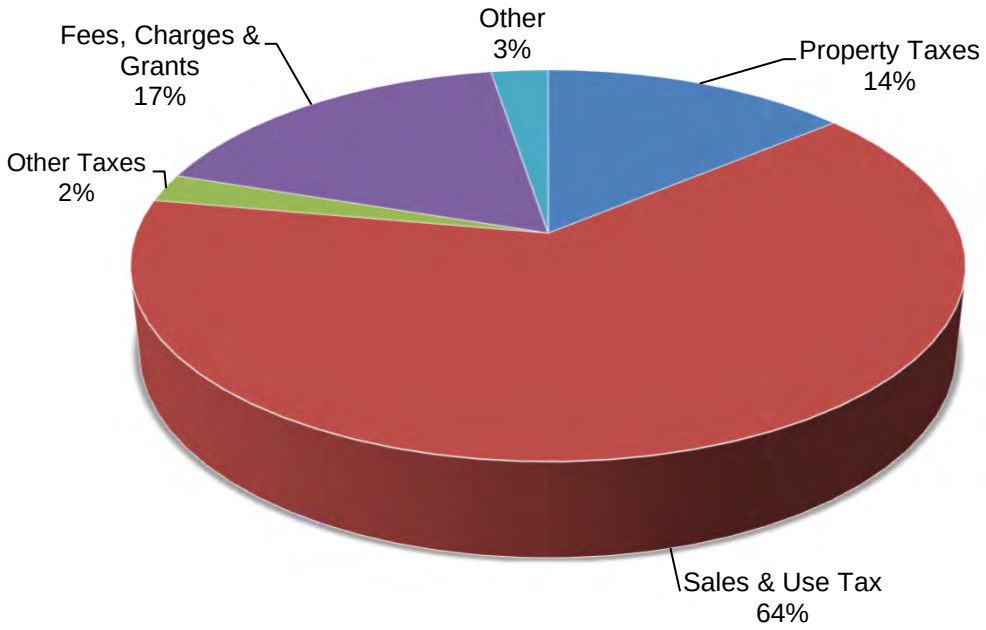
Streets	1,857,454	2,029,557	1,352,218	1,023,462	1,047,260
Poudre Fire Authority	33,879,327	35,850,145	38,727,013	40,679,635	41,598,084
Non Departmental	2,362,345	13,286,541	2,965,250	2,037,957	2,062,605
Total Expenditures	**$169,831,481**	**$201,513,206**	**$207,462,049**	**$199,856,027**	**$201,555,516**
Other Financing Uses					
Debt & Other Uses	143	780,216	0	0	0
Transfers Out	43,938,715	48,010,728	49,731,816	47,511,951	49,941,478
Total Other Financing Uses	**$43,938,858**	**$48,790,943**	**$49,731,816**	**$47,511,951**	**$49,941,478**
Total Expenditures & Other Financing Use	**$213,770,339**	**$250,304,150**	**$257,193,865**	**$247,367,978**	**$251,496,994**
Net Change in Fund Balance	**($1,101,405)**	**($8,787,334)**	**($26,182,728)**	**($7,362,748)**	**($6,089,774)**
Net Adjustments to GAAP	**$5,723**	**($1)**	**$0**	**$0**	**$0**
Ending Fund Balance	**$85,449,320**	**$76,661,985**	**$50,479,257**	**$43,116,509**	**$37,026,735**

Frozen Appropriations not included in this Fund Statement

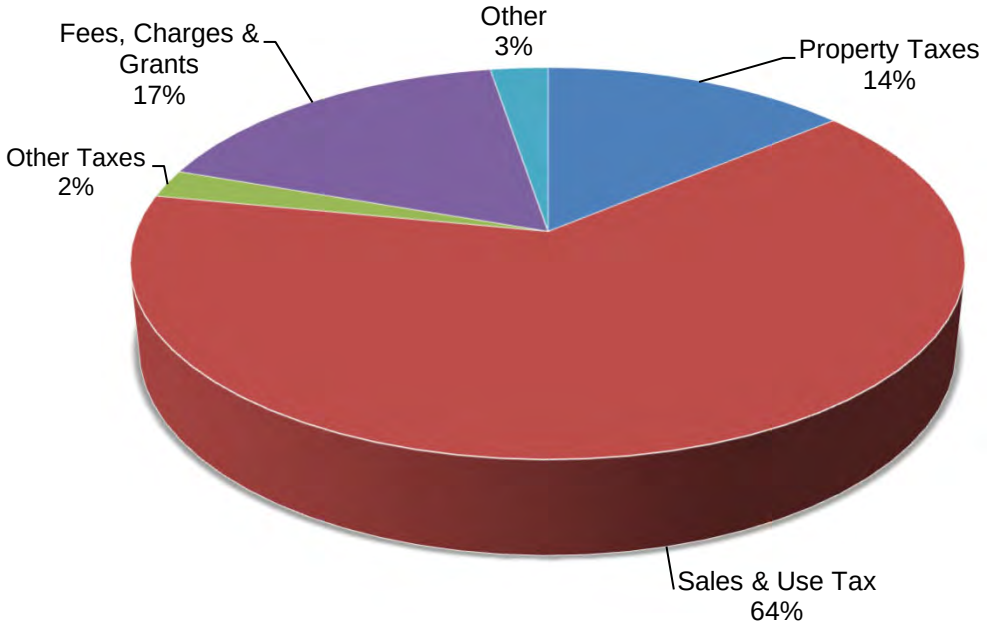
WHERE THE MONEY COMES FROM

General Fund Revenue

2025: $240,005,230



2026: $245,407,220



GENERAL FUND REVENUE DETAIL

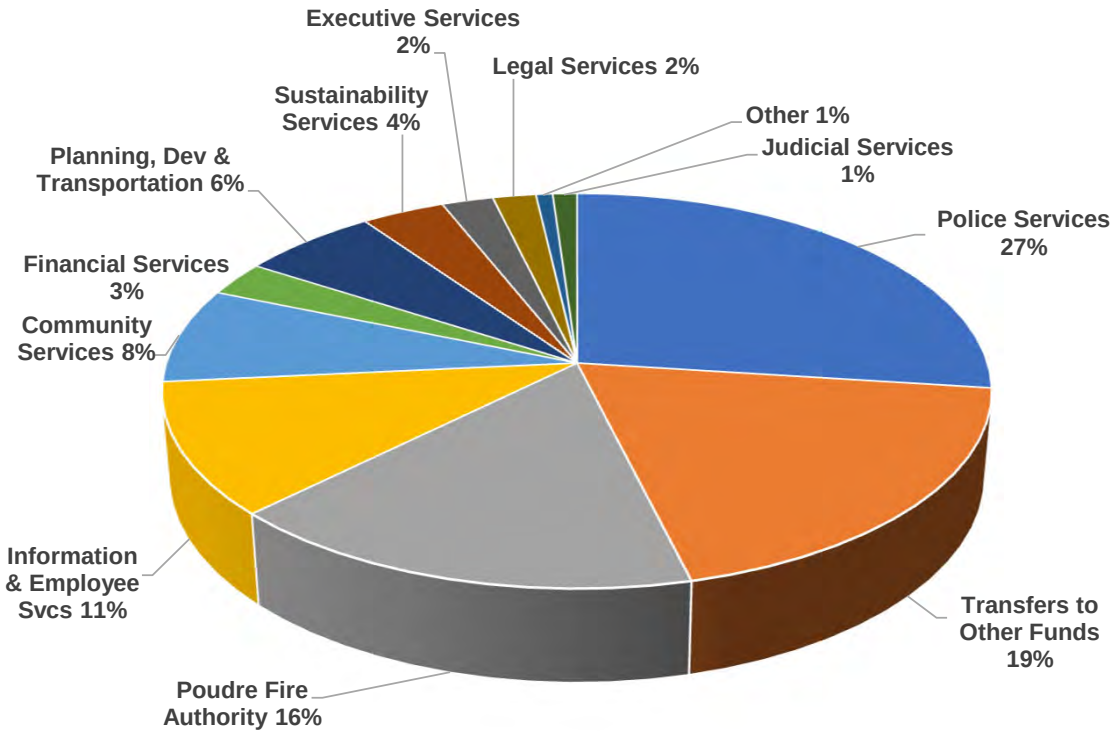
	Actual 2022	Actual 2023	Budget 2024 (Current)	Projected 2025	% Change 2024 to 2025	Projected 2026
TAXES	**$174,552,492**	**$178,337,289**	**$186,987,025**	**$192,307,512**	**2.8%**	**$197,209,417**
% of Total	**82.1%**	**73.8%**	**80.9%**	**80.1%**		**80.4%**
Property Tax	27,931,876	27,692,295	33,824,388	33,439,997	-1.1%	34,108,797
Sales Tax	123,248,581	126,448,579	132,533,741	135,486,423	2.2%	139,549,528
Use Tax	18,606,067	18,993,695	16,103,896	17,866,092	10.9%	17,916,092
Franchise Tax - Cable	1,405,618	1,328,577	1,500,000	1,500,000	0.0%	1,500,000
Franchise Tax - Telephone	162,903	158,365	175,000	175,000	0.0%	175,000
Occupational Priv-Gas Service	663,018	742,176	450,000	750,000	66.7%	800,000
Occupational Priv-Liquor Lic	495,121	513,425	400,000	550,000	37.5%	550,000
Lodging Tax	2,039,310	2,460,178	2,000,000	2,540,000	27.0%	2,610,000
LICENSES & PERMITS	**$2,776,349**	**$2,586,206**	**$3,356,000**	**$3,127,580**	**-6.8%**	**$3,310,654**
% of Total	**1.3%**	**1.1%**	**1.5%**	**1.3%**		**1.3%**
Business License	12,881	12,774	13,000	13,000	0.0%	13,500
Contractor License	205,995	221,875	215,000	218,000	1.4%	220,000
Liquor License	61,605	64,504	62,000	63,500	2.4%	64,000
Medical Marijuana Licenses	42,319	39,934	45,000	40,000	-11.1%	40,500
Retail Marijuana Licenses	219,702	214,813	200,000	215,000	7.5%	215,000
Short-Term Rental Licenses	43,150	43,250	30,000	44,000	46.7%	44,000
Solid Waste Collect Licenses	27,200	22,200	20,000	23,000	15.0%	23,000
Building Permits	2,155,348	1,958,101	2,754,000	2,498,080	-9.3%	2,677,654
Miscellaneous licenses & permits	8,150	8,755	17,000	13,000	-23.5%	13,000
FINES AND FORFEITURES	**$1,940,668**	**$2,022,662**	**$3,688,108**	**$6,089,163**	**65.1%**	**$6,257,603**
% of Total	**0.9%**	**0.8%**	**1.6%**	**2.5%**		**2.5%**
Camera Radar / Red Light Fines	1,164,236	1,150,449	2,627,733	5,180,547	97.1%	5,342,429
City Portion of County Fines	68,593	50,685	83,675	70,717	-15.5%	72,839
Court Fines	530,211	625,754	800,000	625,000	-21.9%	625,000
Fines in Lieu of Suspension	38,031	66,178	15,000	65,000	333.3%	65,000
Police Seizure	9,945	1,841	0	0	#DIV/0!	0
Traffic Surcharge	129,653	127,755	161,700	147,899	-8.5%	152,335
INTERGOVERNMENTAL	**$20,852,311**	**$28,807,980**	**$19,612,129**	**$19,442,748**	**-0.9%**	**$19,094,294**
% of Total	**9.8%**	**11.9%**	**8.5%**	**8.1%**		**7.8%**
PSD Resource Officers	615,300	1,337,220	1,106,180	1,052,419	-4.9%	1,089,253
Ambulance Service Contract	0	779,384	763,060	831,344	8.9%	860,441
Contributions - Police CAD	621,883	709,508	861,549	1,036,007	20.2%	1,058,619
Tobacco Tax	86,728	46,836	300,000	0	-100.0%	0
State Marijuana Rev Sharing	1,334,324	1,103,221	1,400,000	900,000	-35.7%	900,000
PILOT - Light & Power Fund	8,480,635	8,783,741	8,730,000	9,580,000	9.7%	10,060,000
PILOT - Water Fund	1,802,100	1,709,481	1,810,000	1,940,000	7.2%	2,120,000
PILOT - Wastewater Fund	1,331,681	1,372,780	1,390,000	1,480,000	6.5%	1,600,000
PILOT - Broadband Fund	579,581	819,273	1,046,607	1,248,144	19.3%	1,364,481
Other Intergovernmental Revenue	6,000,079	12,146,535	2,204,733	1,374,834	-37.6%	41,500
CHARGES FOR SERVICES	**$11,266,625**	**$11,260,803**	**$13,400,753**	**$12,816,209**	**-4.4%**	**$13,136,676**
% of Total	**5.3%**	**4.7%**	**5.8%**	**5.3%**		**5.4%**
Court Cost, Fees, Charge for Service	126,649	133,415	250,000	135,000	-46.0%	135,000
Public Education Govt Fee	155,830	132,512	170,000	125,500	-26.2%	125,500
Plastic Bags Revenue	118,135	308,951	1,840,933	400,000	-78.3%	400,000
Waste Collection Revenue	0	0	0	575,100	NEW	575,100
Administrative Charge						
Broadband Fund	290,016	309,447	317,183	501,399	58.1%	513,934
Conservation Trust Fund	1,743	2,599	2,664	3,323	24.7%	3,406
Golf Fund	157,921	170,997	175,272	184,247	5.1%	188,853
Light & Power Fund	1,215,482	1,407,941	1,443,140	1,491,083	3.3%	1,528,360
Natural Areas Fund	347,717	409,670	419,912	460,715	9.7%	472,233
Neighborhood Parkland Fund	4,475	3,932	4,030	8,779	117.8%	8,999
Rental Housing	0	0	0	430,000	NEW	450,000
Stormwater Fund	406,211	466,035	477,686	503,054	5.3%	515,631
Utility CS&A Fund	172,341	201,830	206,876	208,654	0.9%	213,871
Wastewater Fund	635,129	714,514	732,377	736,602	0.6%	755,017
Water Fund	892,950	1,002,229	1,027,285	1,173,316	14.2%	1,202,649
Work For Others	3,340,499	3,469,305	3,372,798	3,615,137	7.2%	3,647,809
Permit Plan Review Fees	658,661	582,417	700,000	642,000	-8.3%	686,940
PDP Subdivision & Zoning	527,231	562,986	900,000	900,000	0.0%	900,000
Other Charges for Service	2,215,634	1,382,021	1,360,597	722,300	-46.9%	813,374

GENERAL FUND REVENUE DETAIL

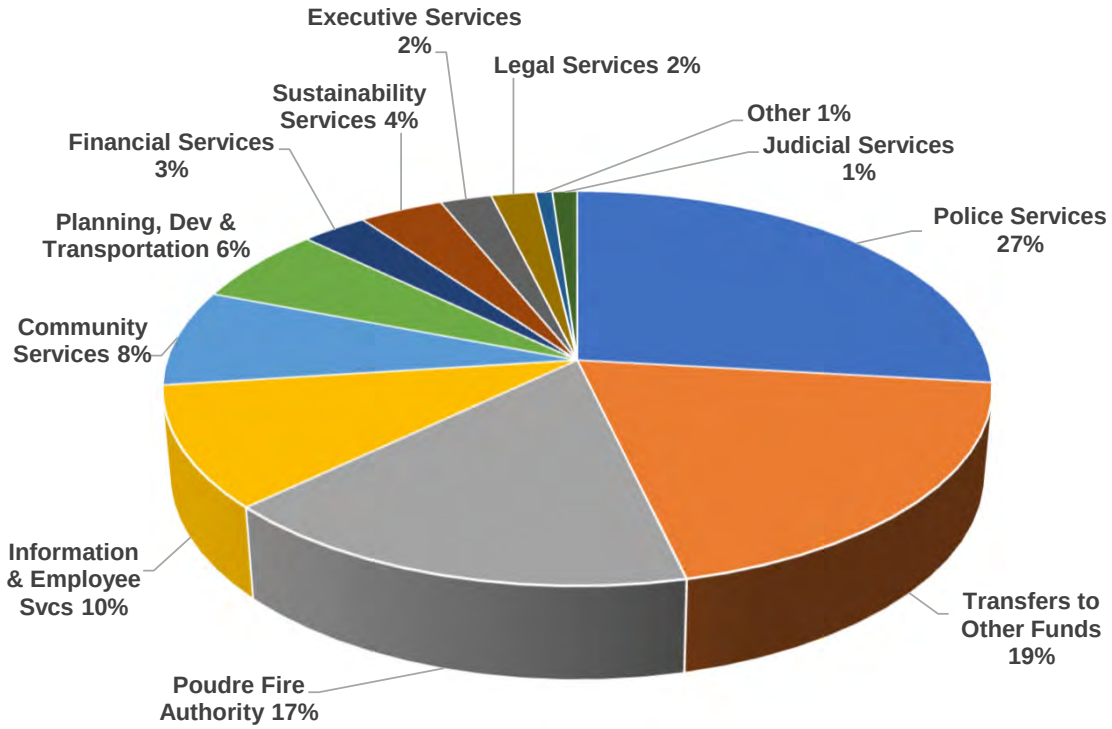
	Actual 2022	Actual 2023	Budget 2024 (Current)	Projected 2025	% Change 2024 to 2025	Projected 2026
EARNINGS ON INVESTMENTS	**($3,378,863)**	**$5,994,235**	**$983,936**	**$2,892,839**	**194.0%**	**$2,888,549**
% of Total	**-1.6%**	**2.5%**	**0.4%**	**1.2%**		**1.2%**
MISCELLANEOUS	**$2,144,952**	**$10,060,958**	**$143,145**	**$1,417,363**	**890.2%**	**$1,495,297**
% of Total	**1.0%**	**4.7%**	**0.1%**	**0.7%**		**0.7%**
Office, Building & House Rental	348,071	367,359	215,016	363,262	68.9%	370,090
Contrib/Donation Private	757,481	(281,259)	(674,348)	0	-100.0%	0
Other Miscellaneous Revenue	1,039,400	9,974,858	602,477	1,054,101	75.0%	1,125,207
TRANSFERS IN:	**$2,514,400**	**$2,446,684**	**$2,840,041**	**$1,911,816**	**-32.7%**	**$2,014,730**
% of Total	**1.2%**	**1.0%**	**1.2%**	**0.8%**		**0.8%**
General Improvement District Funds #252	90,000	90,000	90,000	90,000	0.0%	90,000
Community Capital Improv Fund #255	113,000	23,000	23,000	12,000	-47.8%	0
Conservation Trust Fund #271	400,000	400,000	400,000	400,000	0.0%	399,365
Transportation Fund #292	316,761	322,161	314,266	143,392	-54.4%	162,799
Light & Power Fund #501	206,194	226,826	233,671	247,871	6.1%	254,925
Water Fund #502	222,548	219,246	225,906	250,730	11.0%	258,414
Wastewater Fund #503	33,451	48,589	50,128	45,923	-8.4%	47,462
Stormwater Fund #504	111,642	128,956	195,827	137,410	-29.8%	140,735
Broadband Fund #505	111,671	93,991	95,760	123,116	28.6%	126,157
Utility Customer Serv & Admin Fund #605	276,951	191,035	213,427	174,860	-18.1%	197,126
Other Funds	632,182	702,880	998,056	286,514	-71.3%	337,747
TOTAL REVENUES AND OTHER FINANCING SOURCES	**$212,668,935**	**$241,516,815**	**$231,011,137**	**$240,005,230**	**3.9%**	**$245,407,220**

GENERAL FUND EXPENDITURES

2025 Total Expenditures
$247,367,978



2026 Total Expenditures
$251,496,994



GENERAL FUND EXPENDITURE DETAIL

SERVICE AREA Department	Actual 2022	Actual 2023	Budget 2024 (Current)	Budget 2025	% Change 2024 to 2025	Budget 2026
COMMUNITY SERVICES	**$17,690,949**	**$18,871,491**	**$19,582,210**	**$19,227,086**	**-1.8%**	**$19,704,752**
% of Total	**8.3%**	**7.5%**	**7.6%**	**7.8%**		**7.8%**
Community Services Admin	670,023	568,879	633,884	725,727		747,300
Cultural Services	461,201	519,612	768,053	589,245		591,756
Natural Areas	527,037	546,720	574,094	739,496		673,588
Parks	15,948,671	16,964,422	17,578,038	17,172,618		17,692,108
Recreation	84,018	271,859	28,141	0		0
EXECUTIVE SERVICES	**$4,333,174**	**$5,193,367**	**$5,790,037**	**$5,659,924**	**-2.2%**	**$5,753,783**
% of Total	**2.0%**	**2.1%**	**2.3%**	**2.3%**		**2.3%**
City Clerk	1,312,340	1,365,699	1,802,972	1,637,645		1,613,547
City Council	191,446	527,687	546,799	600,292		633,035
City Manager	2,829,387	3,299,980	3,440,266	3,421,987		3,507,201
FINANCIAL SERVICES	**$9,822,116**	**$14,448,468**	**$11,105,407**	**$6,946,431**	**-37.5%**	**$7,431,201**
% of Total	**4.6%**	**5.8%**	**4.3%**	**2.8%**		**3.0%**
Accounting and Treasury	4,394,706	2,046,131	2,097,310	2,325,143		2,413,724
Budget	607,421	636,940	665,186	675,601		693,666
Finance Administration	3,222,576	10,105,742	6,689,902	2,160,840		2,450,618
Purchasing	737,473	672,568	684,848	681,620		704,139
Sales Tax	859,940	987,088	968,161	1,103,227		1,169,054
INFORMATION & EMPLOYEE SERVICES	**$21,770,004**	**$24,465,765**	**$28,129,003**	**$26,831,833**	**-4.6%**	**$25,101,862**
% of Total	**10.2%**	**9.8%**	**10.9%**	**10.8%**		**10.0%**
Comm. & Public Involvement	2,861,599	3,777,500	4,064,890	4,178,945		4,295,172
Human Resources	3,554,991	3,696,827	3,246,769	3,748,684		3,916,103
Operation Services	14,433,147	15,152,468	19,037,649	17,661,033		15,587,251
Information Technology	118,895	728,764	450,000	0		0
Emergency Prep & Security	801,371	1,110,206	1,329,695	1,243,171		1,303,336
JUDICIAL SERVICES	**$1,665,519**	**$1,719,979**	**$2,672,136**	**$2,681,921**	**0.4%**	**$2,785,226**
% of Total	**0.8%**	**0.7%**	**1.0%**	**1.1%**		**1.1%**
Municipal Court	1,665,519	1,719,979	2,672,136	2,681,921		2,785,226
LEGAL SERVICES	**$3,201,295**	**$3,747,705**	**$4,383,924**	**$4,753,510**	**8.4%**	**$4,987,700**
% of Total	**1.5%**	**1.5%**	**1.7%**	**1.9%**		**2.0%**
City Attorney	3,201,295	3,747,705	4,383,924	4,753,510		4,987,700
PLANNING, DEVELOPMENT & TRANSPORTATION	**$12,739,233**	**$14,639,760**	**$17,455,460**	**$15,148,954**	**-13.2%**	**$15,612,121**
% of Total	**6.0%**	**5.8%**	**6.8%**	**6.1%**		**6.2%**
Comm Dev & Neighborhood Svcs	9,729,551	11,373,984	14,829,109	12,821,583		13,220,881
PDT Administration	1,152,227	1,236,219	1,274,133	1,303,909		1,343,980
Streets	1,857,454	2,029,557	1,352,218	1,023,462		1,047,260
POLICE SERVICES	**$55,283,555**	**$59,794,121**	**$65,167,237**	**$66,703,308**	**2.4%**	**$67,063,693**
% of Total	**25.9%**	**23.9%**	**25.3%**	**27.0%**		**26.7%**
Police Administration	6,690,718	7,740,856	6,388,259	6,706,702		6,823,884
Police Information Services	8,550,754	9,519,649	10,860,693	12,522,873		10,899,403
Police Criminal Investigations	9,814,326	10,255,340	11,074,007	10,366,026		10,815,275
Police Special Operations	10,984,593	12,413,197	13,207,829	13,750,146		14,515,212
Police Patrol	19,243,164	19,865,079	23,636,449	23,357,561		24,009,919

SERVICE AREA Department	Actual 2022	Actual 2023	Budget 2024 (Current)	Budget 2025	% Change 2024 to 2025	Budget 2026
SUSTAINABILITY SERVICES	**$7,090,965**	**$9,500,309**	**$11,484,373**	**$9,210,468**	**-19.8%**	**$9,454,489**
% of Total	**3.3%**	**3.8%**	**4.5%**	**3.7%**		**3.8%**
Economic Health Office	1,014,240	1,116,493	1,297,990	1,407,314		1,641,286
Environmental Services	2,363,065	2,698,500	5,965,882	2,823,093		2,936,460
Social Sustainability	3,211,169	5,007,837	3,477,936	4,057,825		3,931,458
Sustainability Services Admin	502,490	677,480	742,565	922,236		945,285
NON-DEPARTMENTAL	**$2,355,488**	**$14,062,313**	**$3,134,750**	**$2,317,457**	**-26.1%**	**$3,197,605**
% of Total	**1.1%**	**5.6%**	**1.2%**	**0.9%**		**1.3%**
General Employees Retirement Plan	295,344	295,344	295,344	295,344		295,344
Insurance Contribution	1,377,583	1,411,731	1,469,906	982,613		1,007,261
Larimer County Treasurer Svc	557,534	552,720	560,000	560,000		560,000
Land	0	10,510,018	0	0		0
Other	125,027	1,292,500	809,500	479,500		1,335,000
CONTRIBUTION TO POUDRE POUDRE FIRE AUTHORITY	**$33,879,327**	**$35,850,145**	**$38,727,013**	**$40,679,635**	**5.0%**	**$41,598,084**
% of Total	**15.8%**	**14.3%**	**15.1%**	**16.4%**		**16.5%**
Contribution to Poudre Fire Authority	33,879,327	35,850,145	38,727,013	40,679,635		41,598,084
TRANSFERS TO:	**$43,938,715**	**$48,010,728**	**$49,562,316**	**$47,207,451**	**-4.8%**	**$48,806,478**
% of Total	**20.6%**	**19.2%**	**19.3%**	**19.1%**		**19.4%**
Cultural Services Fund	2,005,700	2,894,614	2,588,171	3,016,831		3,126,454
Recreation Fund	3,435,948	3,287,775	3,239,246	2,892,761		2,811,448
Cemetery Fund	375,773	280,259	307,911	243,258		255,312
Museum Fund	1,077,416	1,242,009	1,138,978	1,187,008		1,223,538
Transit Services Fund	9,309,329	11,501,451	12,285,587	12,709,725		13,212,960
Transportation Services Fund	10,595,391	11,688,241	13,109,416	12,199,742		12,805,402
Parking Fund	874,583	954,442	910,486	0		0
Capital Leasing Fund	3,915,693	4,410,438	4,465,079	4,394,992		4,394,397
Capital Projects Fund	4,269,522	2,475,000	2,215,000	1,828,125		1,931,328
Golf Fund	375,000	0	0	0		0
Water Fund	298,258	628,606	61,236	47,714		49,261
Self Insurance Fund	628,533	809,790	837,293	858,225		879,681
Data & Communications	6,340,274	7,659,038	8,204,694	7,608,610		7,889,668
Utility Cust Service & Admin Fund	70,512	76,843	84,979	82,124		84,903
Stormwater Fund	100,000	102,222	114,240	138,336		142,126
Equipment Fund	266,783	0	0	0		0
TOTAL GENERAL FUND EXPENSES	**$213,770,339**	**$250,304,150**	**$257,193,865**	**$247,367,978**	**-3.8%**	**$251,496,994**

SPECIAL REVENUE FUNDS DESCRIPTIONS

250 - CAPITAL EXPANSION FUND

The Capital Expansion Fund is used to account for the impact fees collected by the City and used for Community Parkland, Police Services, Fire Services, and General Governmental Facilities. Capital Expansion Fees are a form of development fee imposed on new development.

251 - SALES AND USE TAX FUND

The Sales and Use Tax Fund is used to account for collections of the City's sales and use taxes for the Building on Basics Capital Improvement Plan and the Open Space YES tax. Tax revenue is transferred to the Capital Projects Fund and the Natural Areas Fund.

256 – 2050 PARKS & RECREATION, CLIMATE & TRANSIT

2050 Parks & Rec, Climate & Transit Fund provides a 0.5% sales and use tax increase. In August 2023, the City Council adopted Resolution No. 2023-074, which submitted to the City's registered electors a ballot issue to increase the City's sales and use tax by 0.50%, beginning January 1, 2024 and ending at midnight on December 31, 2050, with the revenues to be spent only for certain items related to parks and recreation; air pollution and climate goals; and transit system improvements (the "2050 Tax"). The electors approved the ballot issue at the City's regular municipal election held on November 7, 2023, and the 2050 Tax went into effect January 1, 2024.

272 - NATURAL AREAS FUND

The Natural Areas Fund is used to account for the City's tax proceeds that are used to preserve and provide open space, natural areas, wildlife habitat, parks and trails.

273 - CULTURAL SERVICES FUND

The Cultural Services Fund provides accounting for revenues received, including user fees and receipts from the Lincoln Center facility, the Performing and Visual Arts program, and transfers from the General Fund used to promote cultural activities.

274 - RECREATION FUND

The Recreation Fund provides accounting for revenues including user fees for recreational activities and operating transfers from the General Fund used to provide recreational programs.

275 - CEMETERIES FUND

The Cemeteries Fund provides coordination of all operations for the two City-owned cemeteries including interments, grounds maintenance, records, memorial settings and administration.

276 - PERPETUAL CARE FUND

The Perpetual Care Fund provides accounting for perpetual care fees collected and expended in the form of transfers to the Cemetery Fund to help pay for Cemetery maintenance.

277 - MUSEUM FUND

The Museum Fund provides accounting for transfers from the General Fund used to operate the Fort Collins Museum of Discovery which opened in November 2012.

290 - TRANSIT SERVICES FUND

The Transit Services Fund provides accounting for revenues including fees for services, advertising, contractual, intergovernmental revenue, and transfers from the General Fund to be used for approved purposes in connection with public transit services.

SPECIAL REVENUE FUNDS DESCRIPTIONS

291 – TRANSPORTATION CAPITAL EXPANSION FEE FUND

The Transportation Capital Expansion Fee (Transportation CEF) Fund provides accounting for street oversizing fees collected and operating transfers from other funds to be used for construction of arterial and collector streets.

292 - TRANSPORTATION SERVICES FUND

The Transportation Services Fund provides accounting for taxes, intergovernmental revenues, and transfers from the General Fund or other City funds to be used to provide transportation services including street patching, sweeping, snow removal, signs and pavement markings, traffic signal maintenance, transportation planning and others.

294 - PARKING FUND

The Parking Fund accounts for revenue generated from parking operations, including enforcement–related fines, fees from permits sales and hourly parking, and a few smaller miscellaneous categories. Parking revenues are used to fund the operation and maintenance of the City's parking structures, surface lots, neighborhood programs, enforcement and customer service operations.

CAPITAL EXPANSION FUND - 250
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$28,864,739**	**$27,707,071**	**$31,240,644**	**$25,211,773**	**$30,977,305**
Revenues					
Fees-General Government	1,083,758	1,247,972	1,000,000	1,260,000	1,291,500
Fees-Public Safety	967,829	1,230,715	950,000	1,245,000	1,276,125
Fees-Cult., Park, Rec, Nat. A.	2,592,299	3,747,976	2,900,000	3,785,000	3,879,625
Other Charges for Service	0	0	1,500	0	0
Interest Revenue	(1,009,948)	1,517,384	349,224	900,418	899,083
Other Earnings on Investments	12,024	8,297	0	0	0
Total Revenues	**$3,645,962**	**$7,752,343**	**$5,200,724**	**$7,190,418**	**$7,346,333**
Other Financing Sources					
Proceeds of Debt Issuance	147,891	155,942	0	0	0
Total Other Financing Sources	**$147,891**	**$155,942**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$3,793,853**	**$7,908,285**	**$5,200,724**	**$7,190,418**	**$7,346,333**
Expenditures					
Fire Capital Expansion	0	3,511,576	986,763	0	0
Community Parkland Capital Exp	0	0	0	2,000	2,000
144 N Mason Civic Center Condo	(43,370)	0	0	0	0
Total Expenditures	**($43,370)**	**$3,511,576**	**$986,763**	**$2,000**	**$2,000**
Other Financing Uses					
Transfers Out	4,846,999	707,195	10,242,832	1,422,886	626,819
Total Other Financing Uses	**$4,846,999**	**$707,195**	**$10,242,832**	**$1,422,886**	**$626,819**
Total Expenditures & Other Financing Use	**$4,803,629**	**$4,218,771**	**$11,229,595**	**$1,424,886**	**$628,819**
Net Change in Fund Balance	**($1,009,777)**	**$3,689,514**	**($6,028,871)**	**$5,765,532**	**$6,717,514**
Net Adjustments to GAAP	**($147,891)**	**($155,942)**	**$0**	**$0**	**$0**
Ending Fund Balance	**$27,707,071**	**$31,240,644**	**$25,211,773**	**$30,977,305**	**$37,694,819**

Frozen Appropriations not included in this Fund Statement

SALES & USE TAX FUND - 251
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$2,749,825**	**$2,339,227**	**$1,290,593**	**$1,086,380**	**$1,086,380**
Revenues					
Sales & Use Tax	10,539,869	10,651,060	10,735,583	11,028,001	11,315,735
Other Miscellaneous	2,811	130	0	0	0
Total Revenues	**$10,542,681**	**$10,651,190**	**$10,735,583**	**$11,028,001**	**$11,315,735**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Source	**$10,542,681**	**$10,651,190**	**$10,735,583**	**$11,028,001**	**$11,315,735**
Expenditures					
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
Other Financing Uses					
Transfers to Funds	10,953,279	11,699,824	10,939,796	11,028,001	11,315,735
Total Other Financing Uses	**$10,953,279**	**$11,699,824**	**$10,939,796**	**$11,028,001**	**$11,315,735**
Total Expenditures & Other Financing Use	**$10,953,279**	**$11,699,824**	**$10,939,796**	**$11,028,001**	**$11,315,735**
Net Change in Fund Balance	**($410,598)**	**($1,048,634)**	**($204,213)**	**$0**	**$0**
Ending Fund Balance	**$2,339,227**	**$1,290,593**	**$1,086,380**	**$1,086,380**	**$1,086,380**

Frozen Appropriations not included in this Fund Statement

2050 TAX PARKS REC TRANSIT OCF - 256
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$0**	**$0**	**$0**	**$8,913,792**	**$16,493,807**
Revenues					
Taxes	0	0	19,338,672	22,056,004	22,631,472
Earnings on Investments	0	0	0	0	0
Total Revenues	**$0**	**$0**	**$19,338,672**	**$22,056,004**	**$22,631,472**
Other Financing Sources					
Other Financing Sources	0	0	0	0	0
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Source	**$0**	**$0**	**$19,338,672**	**$22,056,004**	**$22,631,472**
Expenditures					
Salaries & Wages	0	0	1,111,033	937,836	1,422,161
Benefits	0	0	215,352	237,899	411,907
Other Personnel Costs	0	0	63,295	1,089,814	1,091,248
Professional & Technical	0	0	1,079,600	2,358,753	850,653
Other Prof & Tech Services	0	0	218,025	269,100	269,100
Repair & Maintenance Services	0	0	0	167	171
Construction Services	0	0	710,000	0	0
Communication Services	0	0	0	11,060	11,077
Employee Travel	0	0	0	22,800	22,833
Other Purchased Services	0	0	10,000	4,800	4,800
Vehicle & Equipment Supplies	0	0	200,000	25,833	25,854
Land & Building Maint Supplies	0	0	0	180,000	180,000
Infrastructure Maint Supplies	0	0	0	0	0
Office & Related Supplies	0	0	27,300	217,842	414,122
Health & Safety Supplies	0	0	0	150	154
Other Supplies	0	0	111,975	207,318	207,378
Buildings	0	0	250,000	0	0
Infrastructure	0	0	4,407,000	6,348,750	5,787,968
Improvements Other Than Bldg	0	0	750,000	217,812	415,566
Vehicles & Equipment	0	0	0	285,000	0
Grants	0	0	600,000	550,000	550,000
Total Expenditures	**$0**	**$0**	**$9,753,580**	**$12,964,934**	**$11,664,992**
Other Financing Uses					
Debt Service	0	0	600,000	550,000	500,000
Transfers to Funds	0	0	71,300	961,055	300,000
Total Other Financing Uses	**$0**	**$0**	**$671,300**	**$1,511,055**	**$800,000**
Total Expenditures & Other Financing Use	**$0**	**$0**	**$10,424,880**	**$14,475,989**	**$12,464,992**
Net Change in Fund Balance	**$0**	**$0**	**$8,913,792**	**$7,580,015**	**$10,166,480**
Ending Fund Balance	**$0**	**$0**	**$8,913,792**	**$16,493,807**	**$26,660,287**

Frozen Appropriations not included in this Fund Statement

NATURAL AREAS FUND - 272
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$20,678,284**	**$20,955,792**	**$22,811,113**	**$15,274,157**	**$13,982,405**
Revenues					
Intergovernmental	6,416,817	6,290,810	5,100,000	6,000,000	6,000,000
Charges for Service	107,523	120,787	102,000	120,000	120,000
Earnings on Investments	(696,262)	1,045,488	250,015	574,500	573,648
Miscellaneous	167,798	407,836	213,625	397,000	228,000
Total Revenues	**$5,995,876**	**$7,864,922**	**$5,665,640**	**$7,091,500**	**$6,921,648**
Other Financing Sources					
Other Financing Sources	10,201	18,418	0	0	0
Transfers In	10,953,279	11,699,824	10,939,796	11,028,001	11,315,735
Total Other Financing Sources	**$10,963,480**	**$11,718,242**	**$10,939,796**	**$11,028,001**	**$11,315,735**
Total Revenues & Other Financing Source	**$16,959,356**	**$19,583,163**	**$16,605,436**	**$18,119,501**	**$18,237,383**
Expenditures					
NA Land Conservation	8,488,750	7,820,099	12,031,326	4,895,821	4,884,373
NA Enforcement	962,320	868,762	1,241,765	1,206,749	1,198,519
NA Education	672,523	683,363	859,860	744,356	759,196
NA Program Management	869,936	1,141,745	1,207,649	1,325,624	1,356,566
NA Resource Management	2,441,999	2,952,664	4,600,447	4,600,027	4,738,037
NA Public Improvements	1,088,281	1,282,337	2,149,559	1,725,043	1,833,589
NA Facility Operations	1,032,210	1,046,066	1,014,376	1,377,490	1,403,793
NA Land Management	104,634	92,857	88,678	57,464	58,975
Not Applicable	0	(1,551)	0	0	0
Total Expenditures	**$15,660,652**	**$15,886,341**	**$23,193,659**	**$15,932,574**	**$16,233,048**
Other Financing Uses					
Debt & Other Uses	13	1,538	0	0	0
Transfers Out	1,021,183	1,839,964	948,733	3,478,679	997,914
Total Other Financing Uses	**$1,021,196**	**$1,841,501**	**$948,733**	**$3,478,679**	**$997,914**
Total Expenditures & Other Financing Use	**$16,681,848**	**$17,727,843**	**$24,142,392**	**$19,411,253**	**$17,230,962**
Net Change in Fund Balance	**$277,508**	**$1,855,320**	**($7,536,956)**	**($1,291,752)**	**$1,006,421**
Ending Fund Balance	**$20,955,792**	**$22,811,113**	**$15,274,157**	**$13,982,405**	**$14,988,826**

Frozen Appropriations not included in this Fund Statement

CULTURAL SERVICES FUND - 273
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$2,722,836**	**$3,160,839**	**$3,482,867**	**$3,271,730**	**$2,808,939**
Revenues					
Intergovernmental	1,421,239	146,962	120,850	0	0
Charges for Service	3,415,620	4,026,236	5,133,456	4,549,537	4,654,634
Earnings on Investments	(225,791)	332,373	43,268	174,403	174,144
Miscellaneous	449,971	741,593	966,580	640,200	645,200
Total Revenues	**$5,061,039**	**$5,247,163**	**$6,264,154**	**$5,364,140**	**$5,473,978**
Other Financing Sources					
Transfers In	2,341,056	3,275,359	2,813,454	3,348,563	3,257,683
Total Other Financing Sources	**$2,341,056**	**$3,275,359**	**$2,813,454**	**$3,348,563**	**$3,257,683**
Total Revenues & Other Financing Source	**$7,402,095**	**$8,522,522**	**$9,077,608**	**$8,712,703**	**$8,731,661**
Expenditures					
Personnel Services	3,559,351	4,337,256	4,224,279	4,928,851	5,120,268
Purchased Prof & Tech Services	1,600,152	1,796,763	2,612,957	1,825,237	1,869,391
Purchased Property Services	141,207	238,897	285,873	253,357	260,400
Other Purchased Services	588,215	596,784	630,924	861,519	873,891
Supplies	736,844	658,036	1,080,197	824,336	858,832
Capital Outlay	314,160	530,933	389,421	430,457	74,442
Other	7,922	14,843	43,465	29,567	29,836
Total Expenditures	**$6,947,852**	**$8,173,510**	**$9,267,116**	**$9,153,324**	**$9,087,060**
Other Financing Uses					
Debt & Other Uses	4	6,065	0	0	0
Transfers Out	16,236	20,919	21,629	22,170	22,724
Total Other Financing Uses	**$16,240**	**$26,984**	**$21,629**	**$22,170**	**$22,724**
Total Expenditures & Other Financing Use	**$6,964,092**	**$8,200,494**	**$9,288,745**	**$9,175,494**	**$9,109,784**
Net Change in Fund Balance	**$438,003**	**$322,029**	**($211,137)**	**($462,791)**	**($378,123)**
Ending Fund Balance	**$3,160,839**	**$3,482,867**	**$3,271,730**	**$2,808,939**	**$2,430,816**

Frozen Appropriations not included in this Fund Statement

RECREATION FUND - 274
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$1,747,034**	**$2,980,840**	**$3,345,272**	**$2,613,519**	**$2,152,777**
Revenues					
Operating Grants/Contributions	110,611	156,911	89,538	0	0
Fees-Cult., Park, Rec, Nat. A.	5,999,182	6,458,216	6,663,429	7,541,702	8,002,125
Interest Revenue	(142,113)	205,494	26,294	117,428	117,253
Rents	35,723	64,799	36,200	35,000	35,000
Contributions & Donations	88,897	42,558	115,745	35,970	36,145
Sale of Property	978	4,250	0	0	0
Non Operating	1,428	0	0	0	0
Other Miscellaneous	12,871	10,808	5,250	6,563	6,563
Total Revenues	**$6,107,575**	**$6,943,035**	**$6,936,456**	**$7,736,663**	**$8,197,086**
Other Financing Sources					
Transfers from Funds	3,435,948	3,387,775	3,408,746	2,892,761	3,041,448
Total Other Financing Sources	**$3,435,948**	**$3,387,775**	**$3,408,746**	**$2,892,761**	**$3,041,448**
Total Revenues & Other Financing Source	**$9,543,523**	**$10,330,810**	**$10,345,202**	**$10,629,424**	**$11,238,534**
Expenditures					
Recreation Administration	1,197,728	1,741,232	2,578,589	1,556,041	1,579,746
Special Revenue Accounts	95,837	43,618	154,934	87,350	89,350
EPIC	1,625,170	1,872,058	2,008,126	2,118,579	2,179,544
Adaptive Recreation	248,515	270,674	368,721	362,892	397,681
Mulberry Pool	245,111	360,133	362,872	388,130	397,617
City Park Pool	169,117	214,402	164,187	248,124	254,198
Adult Programs & Senior Center	1,391,660	1,799,839	1,734,159	1,973,563	2,027,390
NACC	1,375,921	1,503,553	1,634,953	2,156,440	2,230,397
Child Development	374,375	435,801	330,412	327,653	336,172
Sports	1,135,385	1,256,795	1,180,943	1,350,102	1,442,828
Farm	377,303	410,878	504,557	472,626	486,866
Recreation Grants	1,307	218	0	0	0
Not Applicable	36,617	(281)	7,023	0	0
Total Expenditures	**$8,274,047**	**$9,908,921**	**$11,029,476**	**$11,041,500**	**$11,421,789**
Other Financing Uses					
Debt & Other Uses	29	6,978	0	0	0
Transfers Out	35,641	50,479	47,479	48,666	49,882
Total Other Financing Uses	**$35,670**	**$57,457**	**$47,479**	**$48,666**	**$49,882**
Total Expenditures & Other Financing Use	**$8,309,717**	**$9,966,378**	**$11,076,955**	**$11,090,166**	**$11,471,671**
Net Change in Fund Balance	**$1,233,806**	**$364,432**	**($731,753)**	**($460,742)**	**($233,137)**
Ending Fund Balance	**$2,980,840**	**$3,345,272**	**$2,613,519**	**$2,152,777**	**$1,919,640**

Frozen Appropriations not included in this Fund Statement

CEMETERIES FUND - 275
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$860,573**	**$1,051,533**	**$1,225,172**	**$965,809**	**$660,809**
Revenues					
Charges for Service	623,344	646,403	539,729	558,019	574,379
Earnings on Investments	(38,776)	56,605	10,868	34,609	34,558
Miscellaneous	18,251	15,423	14,000	14,000	14,000
Total Revenues	**$602,819**	**$718,431**	**$564,597**	**$606,628**	**$622,937**
Other Financing Sources					
Other Financing Sources	0	3,266	0	0	0
Transfers In	415,773	359,323	347,911	307,739	319,698
Total Other Financing Sources	**$415,773**	**$362,589**	**$347,911**	**$307,739**	**$319,698**
Total Revenues & Other Financing Sources	**$1,018,592**	**$1,081,020**	**$912,508**	**$914,367**	**$942,635**
Expenditures					
Personnel Services	541,430	568,577	615,083	624,327	644,925
Purchased Prof & Tech Services	19,461	36,531	36,336	34,889	35,348
Purchased Property Services	63,964	76,875	178,715	94,958	99,420
Other Purchased Services	10,499	10,995	15,856	15,139	15,391
Supplies	77,842	56,621	79,604	86,169	87,194
Capital Outlay	111,129	153,522	241,871	359,369	115,728
Total Expenditures	**$824,324**	**$903,120**	**$1,167,465**	**$1,214,851**	**$998,006**
Other Financing Uses					
Transfers Out	3,308	4,261	4,406	4,516	4,629
Total Other Financing Uses	**$3,308**	**$4,261**	**$4,406**	**$4,516**	**$4,629**
Total Expenditures & Other Financing Use	**$827,632**	**$907,381**	**$1,171,871**	**$1,219,367**	**$1,002,635**
Net Change in Fund Balance	**$190,960**	**$173,639**	**($259,363)**	**($305,000)**	**($60,000)**
Ending Fund Balance	**$1,051,533**	**$1,225,172**	**$965,809**	**$660,809**	**$600,809**

Frozen Appropriations not included in this Fund Statement

PERPETUAL CARE FUND - 276
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$2,149,959**	**$2,100,829**	**$2,195,241**	**$2,251,851**	**$2,321,851**
Revenues					
Charges for Service	69,189	56,848	70,000	70,000	70,000
Earnings on Investments	(78,320)	116,628	26,610	64,481	64,386
Total Revenues	**($9,130)**	**$173,476**	**$96,610**	**$134,481**	**$134,386**
Total Revenues & Other Financing Sources	**($9,130)**	**$173,476**	**$96,610**	**$134,481**	**$134,386**
Expenditures					
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
Other Financing Uses					
Transfers Out	40,000	79,064	40,000	64,481	64,386
Total Other Financing Uses	**$40,000**	**$79,064**	**$40,000**	**$64,481**	**$64,386**
Total Expenditures & Other Financing Use	**$40,000**	**$79,064**	**$40,000**	**$64,481**	**$64,386**
Net Change in Fund Balance	**($49,130)**	**$94,412**	**$56,610**	**$70,000**	**$70,000**
Ending Fund Balance	**$2,100,829**	**$2,195,241**	**$2,251,851**	**$2,321,851**	**$2,391,851**

Frozen Appropriations not included in this Fund Statement

MUSEUM FUND - 277
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$722,511**	**$711,059**	**$668,404**	**$611,812**	**$611,812**
Revenues					
Earnings on Investments	(28,026)	44,955	9,324	24,643	24,606
Miscellaneous	0	0	50,000	50,000	50,000
Total Revenues	**($28,026)**	**$44,955**	**$59,324**	**$74,643**	**$74,606**
Other Financing Sources					
Transfers In	1,077,416	1,242,009	1,138,978	1,187,008	1,223,538
Total Other Financing Sources	**$1,077,416**	**$1,242,009**	**$1,138,978**	**$1,187,008**	**$1,223,538**
Total Revenues & Other Financing Source	**$1,049,390**	**$1,286,964**	**$1,198,302**	**$1,261,651**	**$1,298,144**
Expenditures					
Museum	1,056,169	1,323,600	1,248,668	1,255,270	1,291,604
Total Expenditures	**$1,056,169**	**$1,323,600**	**$1,248,668**	**$1,255,270**	**$1,291,604**
Other Financing Uses					
Transfers Out	4,673	6,020	6,225	6,381	6,540
Total Other Financing Uses	**$4,673**	**$6,020**	**$6,225**	**$6,381**	**$6,540**
Total Expenditures & Other Financing Use	**$1,060,842**	**$1,329,620**	**$1,254,893**	**$1,261,651**	**$1,298,144**
Net Change in Fund Balance	**($11,452)**	**($42,656)**	**($56,591)**	**$0**	**$0**
Ending Fund Balance	**$711,059**	**$668,404**	**$611,812**	**$611,812**	**$611,812**

Frozen Appropriations not included in this Fund Statement

TRANSIT SERVICES FUND - 290
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$4,556,893**	**($4,912,227)**	**($1,807,183)**	**($3,356,141)**	**($3,356,141)**
Revenues					
Operating Grants/Contributions	1,116,092	8,780,621	7,382,382	7,208,193	7,343,492
Capital Grants/Contributions	3,919,014	3,681,767	1,765,000	14,521,678	2,342,708
Other Intergovernmental	231,134	811,010	915,000	800,000	800,000
Fees-General Government	1,308	27,468	32,000	30,000	30,000
Fees-Transportation	529,934	584,954	889,250	800,000	800,000
Interest Revenue	10,541	11,335	71,421	0	0
Contributions & Donations	75,000	0	75,000	0	0
Other Miscellaneous	56,238	41,931	0	0	0
Total Revenues	**$5,939,261**	**$13,939,086**	**$11,130,053**	**$23,359,871**	**$11,316,200**
Other Financing Sources					
Proceeds of Debt Issuance	0	0	0	0	0
Other Financing Sources	0	8,175	0	0	0
Transfers from Funds	9,809,329	11,501,451	12,285,587	14,773,980	13,632,960
Total Other Financing Sources	**$9,809,329**	**$11,509,626**	**$12,285,587**	**$14,773,980**	**$13,632,960**
Total Revenues & Other Financing Sources	**$15,748,590**	**$25,448,712**	**$23,415,640**	**$38,133,851**	**$24,949,160**
Expenditures					
Salaries & Wages	7,603,308	8,234,697	8,992,362	10,063,030	10,345,260
Benefits	2,597,718	2,896,511	3,298,001	3,794,081	3,961,563
Other Personnel Costs	3,937	5,835	(435,555)	(1,439,293)	(1,192,703)
Professional & Technical	3,050,759	2,644,975	2,756,865	2,818,351	2,376,897
Governmental Services	916,834	620,571	1,695,000	570,000	570,000
Other Prof & Tech Services	32,563	116,826	80,000	10,000	10,000
Utility Services	231,807	254,759	159,280	167,824	176,789
Cleaning Services	100,351	120,250	94,204	137,642	142,589
Repair & Maintenance Services	3,219,257	4,054,057	4,230,505	3,737,850	3,712,737
Rental Services	20,110	24,040	18,163	22,000	22,000
Construction Services	140,176	282,272	1,824	0	0
Insurance	127,006	80,194	86,597	70,621	72,383
Communication Services	108,158	151,944	143,000	141,500	141,500
Internal Admin Services	7,346	0	0	0	0
Employee Travel	36,973	23,465	31,600	25,600	25,600
Other Purchased Services	91,224	92,976	126,500	97,300	97,300
Vehicle & Equipment Supplies	869,512	1,007,656	1,372,833	1,060,555	1,184,319
Land & Building Maint Supplies	25,371	34,718	0	37,000	37,000
Infrastructure Maint Supplies	0	1,832	0	0	0
Office & Related Supplies	146,979	70,032	97,000	55,500	56,000
Health & Safety Supplies	1,676	0	0	200	200
Other Supplies	124,041	136,097	115,200	116,000	116,000
Land	0	261	0	0	0
Buildings	661,601	112,296	0	0	0
Vehicles & Equipment	4,320,309	211,713	87,439	50,000	50,000
Other Capital Outlay	450,036	357,803	957,303	16,065,933	2,343,177
Bad Debt Expense	11,543	5,028	0	0	0
Other	1,054	629,084	0	347,747	585,793
Total Expenditures	**$24,899,643**	**$22,169,890**	**$23,908,122**	**$37,949,441**	**$24,834,404**
Other Financing Uses					
Leases	0	1,270	0	0	0
Transfers to Funds	318,067	172,507	1,056,476	184,410	114,756
Total Other Financing Uses	**$318,067**	**$173,777**	**$1,056,476**	**$184,410**	**$114,756**
Total Expenditures & Other Financing Use	**$25,217,710**	**$22,343,668**	**$24,964,598**	**$38,133,851**	**$24,949,160**
Net Change in Fund Balance	**($9,469,120)**	**$3,105,044**	**($1,548,958)**	**$0**	**$0**
Ending Fund Balance	**($4,912,227)**	**($1,807,183)**	**($3,356,141)**	**($3,356,141)**	**($3,356,141)**

Frozen Appropriations not included in this Fund Statement

TRANSPORTATION CEF FUND - 291
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$18,489,731**	**$18,004,074**	**$22,803,116**	**$17,151,882**	**$22,229,086**
Revenues					
Charges for Service	4,911,602	7,592,346	3,800,000	7,000,000	7,500,000
Earnings on Investments	(769,986)	1,074,036	279,741	609,120	608,217
Miscellaneous	57,552	0	0	0	0
Total Revenues	**$4,199,168**	**$8,666,381**	**$4,079,741**	**$7,609,120**	**$8,108,217**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Source	**$4,199,168**	**$8,666,381**	**$4,079,741**	**$7,609,120**	**$8,108,217**
Expenditures					
Personnel Services	288,108	290,591	326,339	391,145	403,581
Purchased Prof & Tech Services	65,683	39,367	135,849	100,200	100,200
Purchased Property Services	0	0	0	20,000	20,000
Other Purchased Services	88,521	213,654	600,400	620,400	625,400
Supplies	678	2,956	400	1,800	2,300
Capital Outlay	2,218,091	549,611	2,572,072	725,000	725,000
Total Expenditures	**$2,661,081**	**$1,096,179**	**$3,635,060**	**$1,858,545**	**$1,876,481**
Other Financing Uses					
Transfers Out	2,023,744	2,771,160	6,095,915	673,371	200,000
Total Other Financing Uses	**$2,023,744**	**$2,771,160**	**$6,095,915**	**$673,371**	**$200,000**
Total Expenditures & Other Financing Use	**$4,684,825**	**$3,867,339**	**$9,730,975**	**$2,531,916**	**$2,076,481**
Net Change in Fund Balance	**($485,657)**	**$4,799,042**	**($5,651,234)**	**$5,077,204**	**$6,031,736**
Ending Fund Balance	**$18,004,074**	**$22,803,116**	**$17,151,882**	**$22,229,086**	**$28,260,822**

Frozen Appropriations not included in this Fund Statement

TRANSPORTATION FUND - 292
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$12,534,023**	**$12,877,406**	**$13,771,289**	**$6,721,572**	**$2,327,108**
Revenues					
Taxes	10,456,016	10,663,780	10,735,583	11,028,001	0
Licenses and Permits	202,838	327,225	212,000	237,000	243,000
Intergovernmental	8,650,714	8,958,174	8,780,988	9,292,284	9,505,113
Charges for Service	4,772,585	8,115,220	7,390,000	7,679,903	8,106,175
Earnings on Investments	(486,587)	722,591	160,975	392,555	391,973
Miscellaneous	93,471	156,465	77,500	25,000	25,000
Total Revenues	**$23,689,038**	**$28,943,454**	**$27,357,046**	**$28,654,743**	**$18,271,261**
Other Financing Sources					
Other Financing Sources	20,800	29,889	0	0	0
Transfers In	12,451,391	12,623,403	13,459,245	12,632,361	13,265,176
Total Other Financing Sources	**$12,472,191**	**$12,653,292**	**$13,459,245**	**$12,632,361**	**$13,265,176**
Total Revenues & Other Financing Source	**$36,161,229**	**$41,596,746**	**$40,816,291**	**$41,287,104**	**$31,536,437**
Expenditures					
PDT Administration	162,666	158,986	152,264	158,264	178,264
Engineering	2,897,409	3,252,764	3,517,631	3,508,143	3,534,959
Streets	25,830,671	27,921,779	31,352,078	31,529,823	20,130,667
Traffic	4,512,648	5,719,174	7,619,734	6,930,400	6,062,337
Parking	0	(9,240)	0	0	0
FC Moves	1,513,113	2,026,390	1,925,571	1,963,756	2,016,114
Total Expenditures	**$34,916,507**	**$39,069,854**	**$44,567,278**	**$44,090,386**	**$31,922,341**
Other Financing Uses					
Debt & Other Uses	16	9,224	0	0	0
Transfers Out	901,323	1,623,785	3,298,731	1,591,182	516,260
Total Other Financing Uses	**$901,339**	**$1,633,009**	**$3,298,731**	**$1,591,182**	**$516,260**
Total Expenditures & Other Financing Use	**$35,817,846**	**$40,702,863**	**$47,866,009**	**$45,681,568**	**$32,438,601**
Net Change in Fund Balance	**$343,383**	**$893,883**	**($7,049,718)**	**($4,394,464)**	**($902,164)**
Ending Fund Balance	**$12,877,406**	**$13,771,289**	**$6,721,572**	**$2,327,108**	**$1,424,944**

Frozen Appropriations not included in this Fund Statement

PARKING FUND - 294
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$1,721,511**	**$2,721,154**	**$3,660,968**	**$1,814,449**	**$1,330,951**
Revenues					
Fines and Forfeitures	1,196,778	1,343,887	900,000	1,300,000	1,339,000
Charges for Service	1,399,387	1,543,698	1,049,600	1,656,500	1,685,052
Earnings on Investments	(140,852)	146,846	17,089	97,186	97,042
Miscellaneous	117,202	10,070	62,000	35,000	35,000
Total Revenues	**$2,572,515**	**$3,044,501**	**$2,028,689**	**$3,088,686**	**$3,156,094**
Other Financing Sources					
Other Financing Sources	0	5,250	0	0	0
Transfers In	874,583	954,442	910,486	0	0
Total Other Financing Sources	**$874,583**	**$959,692**	**$910,486**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$3,447,098**	**$4,004,193**	**$2,939,175**	**$3,088,686**	**$3,156,094**
Expenditures					
Personnel Services	1,010,609	1,194,824	1,255,525	1,187,700	1,226,933
Purchased Prof & Tech Services	502,458	682,521	735,986	490,291	490,291
Purchased Property Services	734,481	881,584	2,352,680	825,295	828,527
Other Purchased Services	83,485	87,902	95,145	106,866	140,990
Supplies	22,528	107,050	51,168	49,869	49,967
Capital Outlay	14,154	28,759	211,931	825,000	325,000
Other	150	160	0	0	0
Total Expenditures	**$2,367,866**	**$2,982,799**	**$4,702,435**	**$3,485,021**	**$3,061,708**
Other Financing Uses					
Debt & Other Uses	1	831	0	0	0
Transfers Out	73,864	80,749	83,259	87,163	89,427
Total Other Financing Uses	**$73,865**	**$81,580**	**$83,259**	**$87,163**	**$89,427**
Total Expenditures & Other Financing Use	**$2,441,731**	**$3,064,379**	**$4,785,694**	**$3,572,184**	**$3,151,135**
Net Change in Fund Balance	**$1,005,368**	**$939,814**	**($1,846,519)**	**($483,498)**	**$4,959**
Net Adjustments to GAAP	**($5,725)**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance	**$2,721,154**	**$3,660,968**	**$1,814,449**	**$1,330,951**	**$1,335,910**

Frozen Appropriations not included in this Fund Statement

CAPITAL PROJECT FUNDS DESCRIPTIONS

255 - COMMUNITY CAPITAL IMPROVEMENT PROGRAM FUND

Upon expiration of the 2005 Building on Basics (BOB) ¼ cent sales tax on December 31, 2015, Fort Collins voters approved an extension of the tax to continue to be used to pay for the community's highest priority capital improvements. The plan, known as the Community Capital Improvement Program ("CCIP"), includes projects and operation & maintenance costs for priorities identified in advance of voters going to the polls in April of 2015. The ¼ cent tax went into effect January 1, 2016 and will expire on December 31, 2025. Funding for the projects included in the plan is allocated over the same 10-year period, with operation & maintenance funding extending an additional 5 years.

270 – NEIGHBORHOOD PARKLAND FUND

The Neighborhood Parkland Fund provides accounting for the Neighborhood Parkland Fee collected on each new residential dwelling unit constructed within the Urban Growth Area. The fee is used to construct neighborhood parks in newly developed residential areas and minor improvements for playground equipment in older parks.

271 - CONSERVATION TRUST FUND

The Conservation Trust Fund provides for the receipt and expenditure of revenue received from the Colorado State Lottery in accordance with state statutes. The Lottery revenue finances capital projects which relate to the acquisition and development of open space and trails, as per the recommendations of the Parks and Recreation Board and Council direction. Lottery proceeds are also used for the maintenance of trails and parks.

400 - CAPITAL PROJECTS FUND

The Capital Projects Fund is used to account for the financial resources needed to acquire or construct major capital assets. Projects typically involve streets / transportation, transit, or City buildings / facilities. Revenues are primarily derived from transfers from other Funds or from grants / contributions. Debt issuance may be used in some cases. While some capital projects are accounted for in other Funds from time to time, a majority of the City's capital projects are contained here.

COMMUNITY CAPITAL IMPROVEMENT - 255
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$20,560,376**	**$22,968,624**	**$31,584,275**	**$35,893,627**	**$25,133,802**
Revenues					
Taxes	10,456,016	10,663,780	10,735,583	11,028,001	0
Earnings on Investments	(831,586)	1,166,843	221,769	800,174	798,987
Miscellaneous	0	94,000	0	0	0
Total Revenues	**$9,624,430**	**$11,924,622**	**$10,957,352**	**$11,828,175**	**$798,987**
Total Revenues & Other Financing Sources	**$9,624,430**	**$11,924,622**	**$10,957,352**	**$11,828,175**	**$798,987**
Expenditures					
Capital Outlay	0	0	500,000	100,000	0
Other	549,000	61,000	0	400,000	0
Total Expenditures	**$549,000**	**$61,000**	**$500,000**	**$500,000**	**$0**
Other Financing Uses					
Transfers Out	6,667,182	3,247,971	6,148,000	22,088,000	375,000
Total Other Financing Uses	**$6,667,182**	**$3,247,971**	**$6,148,000**	**$22,088,000**	**$375,000**
Total Expenditures & Other Financing Use	**$7,216,182**	**$3,308,971**	**$6,648,000**	**$22,588,000**	**$375,000**
Net Change in Fund Balance	**$2,408,248**	**$8,615,651**	**$4,309,352**	**($10,759,825)**	**$423,987**
Ending Fund Balance	**$22,968,624**	**$31,584,275**	**$35,893,627**	**$25,133,802**	**$25,557,789**

Frozen Appropriations not included in this Fund Statement

NEIGHBORHOOD PARKLAND FUND - 270
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$6,750,909**	**$5,236,974**	**$5,441,163**	**$3,381,464**	**$3,499,639**
Revenues					
Fees-Cult., Park, Rec, Nat. A.	1,836,058	2,654,256	1,591,350	2,000,000	2,000,000
Interest Revenue	(202,895)	317,163	111,216	164,002	163,759
Contributions & Donations	0	0	25,100	0	0
Other Miscellaneous	0	1,194	0	0	0
Total Revenues	**$1,633,163**	**$2,972,613**	**$1,727,666**	**$2,164,002**	**$2,163,759**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Source	**$1,633,163**	**$2,972,613**	**$1,727,666**	**$2,164,002**	**$2,163,759**
Expenditures					
Parkland Fund Revenue	0	373	0	0	0
New Park Site Development	0	0	(2,890,592)	1,281,874	3,638,335
Eastridge Park	2,200	2,030	1,782,000	0	0
Streets Facility Park	15,572	11,077	0	0	0
East Comm Pk Maint Fac	811,301	51,505	0	0	0
Iron Horse Park	0	0	0	0	0
Fossil Lake Park	1,370	0	0	0	0
Richards Lake Park	2,521	2,007	0	0	0
Bacon Elem. Park	1,996	11,840	4,182,000	0	0
Trail Head Water System	53,842	12,223	(481,045)	0	0
Hughes Stadium	294	250	0	0	0
Legacy Neighborhood Park	1,068	3,412	0	0	0
Maple Hill Park	4,042	0	0	0	0
Trailhead Park	93,318	5,055	398,637	0	0
Side Hill Neighborhood Park	1,677,878	2,087,787	0	0	0
Parkland & Administration Cost	399,462	494,609	681,913	684,401	651,809
Parkland Commun Support	0	0	25,100	0	0
Total Expenditures	**$3,064,863**	**$2,682,169**	**$3,698,013**	**$1,966,275**	**$4,290,144**
Other Financing Uses					
Transfers Out	82,235	86,255	89,353	79,552	105,046
Total Other Financing Uses	**$82,235**	**$86,255**	**$89,353**	**$79,552**	**$105,046**
Total Expenditures & Other Financing Use	**$3,147,098**	**$2,768,424**	**$3,787,366**	**$2,045,827**	**$4,395,190**
Net Change in Fund Balance	**($1,513,935)**	**$204,189**	**($2,059,700)**	**$118,175**	**($2,231,431)**
Ending Fund Balance	**$5,236,974**	**$5,441,163**	**$3,381,464**	**$3,499,639**	**$1,268,208**

Frozen Appropriations not included in this Fund Statement

CONSERVATION TRUST FUND - 271
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$2,607,070**	**$3,602,208**	**$4,692,201**	**$5,429,421**	**$4,084,003**
Revenues					
Capital Grants/Contributions	2,185,525	2,400,992	2,000,000	2,000,000	2,000,000
Interest Revenue	(147,489)	189,233	42,983	124,373	124,189
Contributions & Donations	5,000	35,000	0	0	0
Total Revenues	**$2,043,036**	**$2,625,225**	**$2,042,983**	**$2,124,373**	**$2,124,189**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Source	**$2,043,036**	**$2,625,225**	**$2,042,983**	**$2,124,373**	**$2,124,189**
Expenditures					
Trail Acquisition/Development	0	0	(1,786,971)	2,769,302	2,175,216
Trees Along the Trails	2,813	0	0	0	0
Longview Corridor Trail	471	350	(16,529)	0	0
Power Trl to Spring Creek	38,286	0	0	0	0
Poudre Trail at I-25	15,278	75,791	1,500,000	0	0
Dev Review Future Trails	53,572	21,705	0	0	0
Poudre Trl-Lincoln Mid Sch	14,302	0	0	0	0
Mail Creek/Siphon Overpass	23,902	6,742	0	0	0
Northeast Trail	128	0	0	0	0
Power Trail Harmony Gap	772	0	0	0	0
Timberline Underpass	769	0	0	0	0
Mail Crk Trl East Timberline	10,313	193,174	460,047	0	0
Bucking Horse Trail Spur	74,918	469,694	0	0	0
Mail Creek Trail	1,522	20,971	39,953	0	0
Vine and Lemay Underpass	172	0	0	0	0
Fossil Creek Trail and 38E	2,995	28	0	0	0
9/11 Memorial Con Trust	0	196,464	0	0	0
Paved Rec Trail Strategic Plan	0	10,206	350,000	0	0
Fossil Crk Trl Spur -S College	0	0	35,000	0	0
Bike Park Feasibility	0	0	0	0	0
Bike Park Feasibility	0	0	70,000	0	0
Administration	137,437	95,173	223,201	260,609	268,959
Total Expenditures	**$377,649**	**$1,090,299**	**$874,701**	**$3,029,911**	**$2,444,175**
Other Financing Uses					
Transfers Out	670,249	444,932	431,062	439,880	433,649
Total Other Financing Uses	**$670,249**	**$444,932**	**$431,062**	**$439,880**	**$433,649**
Total Expenditures & Other Financing Use	**$1,047,898**	**$1,535,231**	**$1,305,763**	**$3,469,791**	**$2,877,824**
Net Change in Fund Balance	**$995,138**	**$1,089,994**	**$737,220**	**($1,345,418)**	**($753,635)**
Ending Fund Balance	**$3,602,208**	**$4,692,201**	**$5,429,421**	**$4,084,003**	**$3,330,368**

Frozen Appropriations not included in this Fund Statement

CAPITAL PROJECTS FUND - 400
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$9,182,027**	**$7,878,973**	**($518,069)**	**($334,425)**	**($158,709)**
Revenues					
Operating Grants/Contributions	0	616,124	0	0	0
Capital Grants/Contributions	2,028,001	4,596,718	17,923,732	0	0
Payment in Lieu of Taxes	0	0	14,800	0	0
Fees-Transportation	0	0	243,300	0	0
Interest Revenue	(361,430)	452,770	187,144	175,716	225,456
Contributions & Donations	0	674,242	739,300	0	0
Other Miscellaneous	12,935	23,477	0	0	0
Total Revenues	**$1,679,506**	**$6,363,331**	**$19,108,276**	**$175,716**	**$225,456**
Other Financing Sources					
Transfers from Funds	17,396,540	9,747,827	12,278,516	28,200,382	2,383,147
Total Other Financing Sources	**$17,396,540**	**$9,747,827**	**$12,278,516**	**$28,200,382**	**$2,383,147**
Total Revenues & Other Financing Sources	**$19,076,046**	**$16,111,159**	**$31,386,792**	**$28,376,098**	**$2,608,603**
Expenditures					
BOB-Library Technology	0	0	0	0	0
MuniCourt Phase 2 Redeisgn	0	38,072	0	0	0
Block 32 Redevelopment	253,678	7,979	0	0	0
Integrated Recycling Facility	0	0	(28,393)	0	0
CCIP Nature in the City	222,159	120,138	400,000	750,000	100,000
Buckhorn Bridge Replacement	0	0	0	1,237,500	0
Dry Creek Bridge Replacement	0	0	0	1,237,500	0
SE Community Center CCIP	93,444	6,238	0	15,048,990	0
East Community Park	265	83,713	112,654	880,152	62,357
East District Maint Fac	4,240,557	271,069	0	0	0
Northeast Community Park	6,452	22,775	0	157,234	186,924
CCIP Poudre River Downtwn Proj	7,531	0	0	0	0
911 Memorial at Spring Pk	28,441	35,044	25,300	0	0
Eastside Parks Improvements	29	0	0	0	0
Oak Street Plaza Renovation	3,599	55,818	0	0	0
City Park	2,751	2,515	0	0	0
Gardens Capital Project	1,900	0	0	0	0
CCIP Gardens Visitor Ctr Expsn	5,709	0	0	0	0
Carnegie Renovation Project	216,274	3,281,404	214,000	0	0
Parks Assets Management	110,457	708,459	64,350	0	0
Mountain Ave Reshaping	23,692	0	0	0	0
Lincoln Ave Impvmts-1st/Lemay	(783)	288	0	0	0
Suniga Impvmts-College/Blondel	26,967	17	0	0	0
Harmony/StraussCabin Intersect	204	1,278	0	0	0
Taft Hill-Horsetooth/Harmony	112,024	320,221	0	0	0
CCIP Linden St Renovation	3,070,254	110,531	0	0	0
S Timberline/Stetson/Trilby	365,015	5,334,206	400,000	0	0
College & Trilby Intersections	547,074	3,080,364	11,031,341	0	0
Harmony/Power Trail Grade Sep	112,987	104,738	3,500,000	666,638	0
N Mason St	30,884	6,877	0	0	0
College & Triangle	0	0	1,555,087	0	0
CCIP Arterial Intersection Imp	141,408	239,244	611,651	1,287,000	0
CCIP Drake/Lemay Intersection	0	6,054	(1,000)	0	0
College/Trilby CCIP Intrsectin	7,022	0	0	0	0
CCIP Horsetooth/Ziegler RA Mod	6,233	42,111	0	0	0
CCIP Timberline/Lincoln Imp	972	9,822	(23,651)	0	0
CCIP Vine/Timberline Interstec	35,367	301,834	0	0	0
College Signals	0	212,911	510,433	0	0
CCIP Drake & College Intersect	232,873	111,724	243,300	0	0
Shields Underpass (CCIP)	14,339	35,730	0	0	0
Prospect Centre Underpass	18,427	7,663	0	0	0
CCIP Horsetooth/College	14,803	0	0	0	0

Frozen Appropriations not included in this Fund Statement

Railroad Crossing Replacment	0	0	0	0	0
City Bridge Program	287,698	364,618	2,450,000	2,800,000	1,700,000
Riverside Bridge Rplcmt.	2,613	(97,383)	0	0	0
Laporte Ave Bridge	473,478	4,248,619	0	0	0
Mulberry Bridge Planter Rep	310	3,700	0	0	0
Vine Bridge @ Lake Canal	0	730	0	0	0
Spring Creek Overpass Rehab	0	143,687	0	0	0
Trilby Bridge Replacement	0	45,396	0	0	0
Timberline Overpass @ Vine Dr	0	1,416	270,043	0	0
Mountain Vista Bridge Replace	0	0	350,000	0	0
Railroad Crossing Replacment	74,649	301,724	125,000	128,125	131,328
Mason Tr Spring Creek to CSU	0	0	0	0	0
CCIP Bus Stop Improvements	175,812	283,538	99,000	99,000	0
Street Cut Program	0	0	0	0	0
CCIP Pedestrian Sidewalk - ADA	1,245,194	1,008,231	1,786,227	2,376,000	0
Laporte Corridor (CCIP)	0	2,208	0	0	0
BU 400904825 MATCH-PED ADA	0	0	(12,500)	0	0
CCIP Bicycle Infrastructure Im	204,802	47,438	454,268	1,287,000	0
CCIP Bike Magnolia & Shields	11,335	0	0	0	0
City Park & Mulberry	15,624	676,926	153,312	0	0
Vine & Jerome	0	3,882	17,935	0	0
Prospect Lane @ Prospect Rd	0	994	381	0	0
Mulberry & Remington	0	0	0	0	0
Horsetooth & Kingsley	0	397	397	0	0
CCIP Bike/Ped Grade Sep Cross	8,605	6,034	1,188,000	0	0
CCIP Power Trail/Harmony Gr X	6,068	106,770	500,000	0	0
CCIP Siphon Ped Overpass	188,625	648,252	0	0	0
CCIP S Timberline Underpass	2,238,679	101,994	(400,000)	0	0
BU 400908400 MATCH	0	0	675,495	0	0
Cordova Road	0	0	500,000	0	0
Taft Hill Active Modes	0	22,874	0	0	0
BU 400904825 MATCH-BIKE	0	0	(12,500)	0	0
Lemay/Vine Grade Sep Crossing	4,472,018	204,138	0	0	0
Prospect Rd/Sharp Pt/I-25	5,512	26,302	0	0	0
Prospect Rd. & I-25	613	134,544	0	0	0
CCIP Willow Street Imprvmts	249,200	127,144	0	0	0
Highway 1 Douglas Rd	10,753	45,229	0	0	0
Laporte Multimodal	16,322	1,089,082	2,500,000	0	0
Turnberry & Suniga Extension	0	0	0	0	198,000
Midtown Improvement Projects	21,805	227,458	0	0	0
Zach Elem Ped Bike SARM455-149	0	0	450,010	0	0
W Elizabeth Corridor Design	582,699	66,914	21,300	0	0
Timberline&Carpenter Inter Imp	0	34,596	0	0	0
TAPM455-148 William Neal Zieg	0	0	729,103	0	0
AQC M455-143 Mulberry Signal	0	0	532,222	0	0
Landfill Grndwater Remed IGA	0	0	99,000	0	0
Total Expenditures	**$20,245,427**	**$24,436,292**	**$31,091,766**	**$27,955,139**	**$2,378,609**
Other Financing Uses					
Transfers Out	133,674	71,909	111,382	245,243	4,538
Total Other Financing Uses	**$133,674**	**$71,909**	**$111,382**	**$245,243**	**$4,538**
Total Expenditures & Other Financing Use	**$20,379,101**	**$24,508,201**	**$31,203,148**	**$28,200,382**	**$2,383,147**
Net Change in Fund Balance	**($1,303,054)**	**($8,397,042)**	**$183,644**	**$175,716**	**$225,456**
Ending Fund Balance	**$7,878,973**	**($518,069)**	**($334,425)**	**($158,709)**	**$66,747**

Frozen Appropriations not included in this Fund Statement

DEBT SERVICE AND OTHER FUNDS DESCRIPTIONS

252 - GENERAL IMPROVEMENT DISTRICT #1

The General Improvement District #1 Fund provides for the receipt of revenues, including those derived from the District's mill levy, for the purpose of providing improvements to the District's downtown area.

293 - GENERAL IMPROVEMENT DISTRICT #15 - SKYVIEW

The General Improvement District #15 Fund provides for the special improvement district's revenue derived from the District's mill levy, for the purpose of maintaining roads in the Skyview subdivision.

304 - CAPITAL LEASING CORPORATION FUND

The Capital Leasing Corporation Fund is used for the payment of interest and principal on long term debt for the Civic Center Parking Structure, the Mason Street Office Building, and the off-site Police Building.

700 - EMPLOYEES' RETIREMENT FUND

The Employees' Retirement Fund is used to account for the general employees' retirement plan.

800 – URA – NORTH COLLEGE DISTRICT FUND

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within the North College District. Urban renewal is a statutory tool used by municipalities to assist in the redevelopment of blighted property and help foster sound growth and development within a designated area of the community. The North College URA District will receive tax increment revenue through 2031.

GENERAL IMPROVEMENT DISTRICT 1 - 252
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$507,963**	**$603,255**	**$661,742**	**$656,423**	**$713,656**
Revenues					
Property Taxes	304,113	292,297	310,000	310,000	310,000
Shared Revenues	42,532	42,968	46,000	46,000	46,000
Interest Revenue	(22,244)	34,655	7,848	20,964	20,933
Other Miscellaneous	0	381	0	0	0
Total Revenues	**$324,400**	**$370,302**	**$363,848**	**$376,964**	**$376,933**
Total Revenues & Other Financing Sources	**$324,400**	**$370,302**	**$363,848**	**$376,964**	**$376,933**
Expenditures					
Salaries & Wages	19,903	6,094	21,962	24,695	25,436
Benefits	5,788	1,759	6,433	6,889	7,173
Other Personnel Costs	0	0	(1,136)	(2,053)	(2,120)
Professional & Technical	6,143	5,766	6,200	6,200	6,200
Other Prof & Tech Services	0	0	3,816	0	0
Utility Services	2,788	2,882	3,000	3,000	3,000
Construction Services	64,124	109,241	175,308	150,000	150,000
Employee Travel	0	0	0	0	0
Other Purchased Services	1,661	963	1,000	1,000	1,000
Other Supplies	120	0	0	0	0
Rebates & Incentives	34,982	39,293	37,000	40,000	40,000
Total Expenditures	**$135,510**	**$165,997**	**$253,583**	**$229,731**	**$230,689**
Other Financing Uses					
Transfers to Funds	93,599	145,818	115,584	90,000	90,000
Total Other Financing Uses	**$93,599**	**$145,818**	**$115,584**	**$90,000**	**$90,000**
Total Expenditures & Other Financing Use	**$229,109**	**$311,815**	**$369,167**	**$319,731**	**$320,689**
Net Change in Fund Balance	**$95,292**	**$58,487**	**($5,319)**	**$57,233**	**$56,244**
Ending Fund Balance	**$603,255**	**$661,742**	**$656,423**	**$713,656**	**$769,900**

Frozen Appropriations not included in this Fund Statement

GID #15 - SKYVIEW - 293
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$219,730**	**$253,511**	**$309,748**	**$351,305**	**$399,402**
Revenues					
Taxes	41,328	40,326	40,000	40,533	40,661
Intergovernmental	2,955	2,902	0	0	0
Earnings on Investments	(9,675)	13,816	2,557	8,564	8,552
Total Revenues	**$34,608**	**$57,044**	**$42,557**	**$49,097**	**$49,213**
Total Revenues & Other Financing Source	**$34,608**	**$57,044**	**$42,557**	**$49,097**	**$49,213**
Expenditures					
Professional & Technical	827	807	1,000	1,000	1,000
Total Expenditures	**$827**	**$807**	**$1,000**	**$1,000**	**$1,000**
Total Expenditures & Other Financing Use	**$827**	**$807**	**$1,000**	**$1,000**	**$1,000**
Net Change in Fund Balance	**$33,781**	**$56,237**	**$41,557**	**$48,097**	**$48,213**
Ending Fund Balance	**$253,511**	**$309,748**	**$351,305**	**$399,402**	**$447,615**

Frozen Appropriations not included in this Fund Statement

CAPITAL LEASING CORP FUND - 304
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Revenues					
Contributions & Donations	300,000	300,000	300,000	300,000	300,000
Total Revenues	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**
Other Financing Sources					
Transfers from Funds	4,426,972	5,427,610	6,236,882	5,963,317	5,959,597
Total Other Financing Sources	**$4,426,972**	**$5,427,610**	**$6,236,882**	**$5,963,317**	**$5,959,597**
Total Revenues & Other Financing Source	**$4,726,972**	**$5,727,610**	**$6,536,882**	**$6,263,317**	**$6,259,597**
Expenditures					
Professional & Technical	7,010	8,650	8,000	0	0
Other Prof & Tech Services	0	0	0	0	0
Other	0	0	0	0	0
Total Expenditures	**$7,010**	**$8,650**	**$8,000**	**$0**	**$0**
Other Financing Uses					
Debt Service	4,719,962	5,718,960	6,528,882	6,263,317	6,259,597
Total Other Financing Uses	**$4,719,962**	**$5,718,960**	**$6,528,882**	**$6,263,317**	**$6,259,597**
Total Expenditures & Other Financing Use	**$4,726,972**	**$5,727,610**	**$6,536,882**	**$6,263,317**	**$6,259,597**
Net Change in Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**

Frozen Appropriations not included in this Fund Statement

EMPLOYEES' RETIREMENT FUND - 700
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$54,549,286**	**$43,338,265**	**$46,878,494**	**$41,440,123**	**$36,414,811**
Revenues					
Fees-General Government	1,341,392	1,321,307	1,250,000	1,244,430	1,210,134
Interest Revenue	(7,616,904)	6,972,330	160,228	269,758	269,354
Other Miscellaneous	0	(22)	0	0	0
Total Revenues	**($6,275,512)**	**$8,293,616**	**$1,410,228**	**$1,514,188**	**$1,479,488**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Source	**($6,275,512)**	**$8,293,616**	**$1,410,228**	**$1,514,188**	**$1,479,488**
Expenditures					
Professional & Technical	24,875	23,336	48,599	39,500	39,500
Other Prof & Tech Services	249	0	0	0	0
Other	4,910,385	4,730,051	6,800,000	6,500,000	6,800,000
Total Expenditures	**$4,935,509**	**$4,753,387**	**$6,848,599**	**$6,539,500**	**$6,839,500**
Total Expenditures & Other Financing Use	**$4,935,509**	**$4,753,387**	**$6,848,599**	**$6,539,500**	**$6,839,500**
Net Change in Fund Balance	**($11,211,021)**	**$3,540,228**	**($5,438,371)**	**($5,025,312)**	**($5,360,012)**
Ending Fund Balance	**$43,338,265**	**$46,878,494**	**$41,440,123**	**$36,414,811**	**$31,054,799**

Frozen Appropriations not included in this Fund Statement

URA - N. COLLEGE DISTRICT - 800
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$2,886,052**	**$6,025,595**	**$8,813,901**	**$13,338,215**	**$17,163,406**
Revenues					
Property Taxes	3,040,859	3,271,725	7,212,000	7,325,620	7,599,467
Sales & Use Tax	0	0	400,000	450,000	450,000
Interest Revenue	(144,609)	314,229	32,800	167,754	167,505
Other Miscellaneous	3,913	0	0	0	0
Total Revenues	**$2,900,163**	**$3,585,954**	**$7,644,800**	**$7,943,374**	**$8,216,972**
Other Financing Sources					
Transfers from Funds	0	0	1,891,731	0	0
Total Other Financing Sources	**$0**	**$0**	**$1,891,731**	**$0**	**$0**
Total Revenues & Other Financing	**$2,900,163**	**$3,585,954**	**$9,536,531**	**$7,943,374**	**$8,216,972**
Expenditures					
Personnel Services	249,983	97,418	254,925	281,478	290,472
Purchased Prof & Tech Services	55,257	57,158	814,920	636,210	373,945
Purchased Property Services	10,431	17,909	3,831,000	2,904,000	2,781,989
Other Purchased Services	13,577	12,345	31,500	17,160	17,160
Supplies	1,593	1,564	5,000	4,750	4,750
Total Expenditures	**$330,840**	**$186,394**	**$4,937,345**	**$3,843,598**	**$3,468,316**
Other Financing Uses					
Debt & Other Uses	1,267,191	1,273,240	1,639,553	1,341,498	1,314,657
Total Other Financing Uses	**$1,267,191**	**$1,273,240**	**$1,639,553**	**$1,341,498**	**$1,314,657**
Total Expenditures & Other Financing	**$1,598,031**	**$1,459,634**	**$6,576,898**	**$5,185,096**	**$4,782,973**
Net Change in Fund Balance	**$1,302,132**	**$2,126,319**	**$2,959,633**	**$2,758,278**	**$3,433,999**
Net Adjustments to GAAP	**$1,837,411**	**$661,987**	**$1,564,681**	**$1,066,913**	**$1,085,000**
Ending Fund Balance	**$6,025,595**	**$8,813,901**	**$13,338,215**	**$17,163,406**	**$21,682,405**

Frozen Appropriations not included in this Fund Statement

ENTERPRISE FUNDS DESCRIPTIONS

500 - GOLF FUND

The Golf Fund provides maintenance, operations, and total management of City Park Nine, Collindale, and SouthRidge Golf Courses. This includes contractual management of the three golf professionals as well as the snack bar/restaurant concessionaires.

ELECTRIC & TELECOMMUNICATIONS FUND

The Light & Power Utility is the City's municipally owned public electric utility. Light and Power has several programs designed to make effective and efficient use of available energy resources. The Utility strives to provide the lowest possible electric rates for its customers -- residents and businesses of Fort Collins. Included in the budget amounts is Light & Power capital projects.

At the direction of City Council and voters, the City is building and implementing high-speed, next-generation fiber to be available to all residents, businesses and organizations within the boundaries of the City over the next 36 to 48 months, including land in the City's growth management area (GMA) when it is annexed into city limits. Included in the budget amounts is Broadband capital projects.

502 - WATER FUND

This Utility provides services relating to the processing and distribution of the City's water supply, including management, operation, and maintenance of water mains, valves, hydrants, and meters. The Water Utility processes water received from the Cache la Poudre River and Horsetooth Reservoir to meet federal and state drinking water standards. Included in the budget amounts is Water capital projects.

503 - WASTEWATER FUND

The Wastewater Utility provides the City's utility customers with all the services associated with the operation and maintenance of a wastewater treatment and pollution control system. The City's wastewater system consists of two treatment plants, a pollution control laboratory, and a resource recovery farm for sludge disposal. Included in the budget amounts is Wastewater capital projects.

504 - STORMWATER FUND

The Stormwater Utility is involved in the operation, maintenance, and construction of the City's storm drainage network and assesses the future needs of this network. Included in the budget amounts is Stormwater capital projects.

GOLF FUND - 500
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$8,687,726**	**$9,535,351**	**$9,722,632**	**$9,498,404**	**$9,336,799**
Revenues					
Charges for Service	4,970,022	4,892,580	5,168,915	4,923,235	5,047,553
Earnings on Investments	(262,024)	353,544	29,685	134,836	134,636
Miscellaneous	45,554	50,328	86,264	31,000	31,000
Total Revenues	**$4,753,553**	**$5,296,452**	**$5,284,864**	**$5,089,071**	**$5,213,189**
Other Financing Sources					
Other Financing Sources	5,155,975	2,202	0	0	0
Transfers In	375,000	0	0	0	0
Total Other Financing Sources	**$5,530,975**	**$2,202**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$10,284,528**	**$5,298,653**	**$5,284,864**	**$5,089,071**	**$5,213,189**
Expenditures					
Personnel Services	1,449,190	1,516,809	1,680,424	1,608,639	1,660,733
Purchased Prof & Tech Services	1,037,376	1,097,703	1,150,702	1,051,842	974,606
Purchased Property Services	491,170	506,326	666,596	526,473	706,465
Other Purchased Services	206,767	223,586	254,312	250,002	257,344
Supplies	435,301	524,009	433,684	465,022	490,094
Capital Outlay	3,271,263	2,364,912	700,422	876,710	91,952
Other	454,498	563,148	72,863	75,701	77,344
Total Expenditures	**$7,345,566**	**$6,796,493**	**$4,959,003**	**$4,854,389**	**$4,258,538**
Other Financing Uses					
Debt & Other Uses	399,413	697,973	589,590	534,417	617,706
Transfers Out	114,609	105,785	556,311	544,677	546,631
Total Other Financing Uses	**$514,022**	**$803,758**	**$1,145,901**	**$1,079,094**	**$1,164,337**
Total Expenditures & Other Financing Use	**$7,859,588**	**$7,600,251**	**$6,104,904**	**$5,933,483**	**$5,422,875**
Net Change in Fund Balance	**$2,424,940**	**($2,301,598)**	**($820,040)**	**($844,412)**	**($209,686)**
Net Adjustments to GAAP	**($1,577,315)**	**$2,488,879**	**$595,812**	**$682,807**	**($40,385)**
Ending Fund Balance	**$9,535,351**	**$9,722,632**	**$9,498,404**	**$9,336,799**	**$9,086,728**

Frozen Appropriations not included in this Fund Statement

ELECTRIC AND TELECOMMUNICATIONS COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$209,588,999**	**$211,739,667**	**$209,783,222**	**$208,929,251**	**$210,057,568**
Revenues					
Operating Grants/Contributions	98,500	0	0	0	0
Capital Grants/Contributions	0	200,000	0	0	0
Fees-Light and Power	149,902,260	155,138,842	159,580,412	170,089,500	180,174,500
Fees-Broadband	9,905,516	15,565,240	19,357,273	24,305,349	26,633,413
Other Intergovernmental	825,605	822,841	1,276,735	637,761	647,619
Interest Revenue	(1,765,271)	2,111,824	591,285	1,923,564	1,775,386
Other Earnings on Investments	118,751	193,396	50,000	150,000	150,000
Contributions & Donations	8,735,332	4,806,293	3,460,000	3,435,000	3,435,000
Sale of Property	51,929	73,903	0	0	0
Non Operating	1,325,687	1,160,178	670,000	861,003	865,774
Other Miscellaneous	803,295	816,904	6,514,678	400,000	400,000
Total Revenues	**$170,001,602**	**$180,889,420**	**$191,500,383**	**$201,802,177**	**$214,081,692**
Other Financing Sources					
Proceeds of Debt Issuance	0	0	3,980,000	4,250,000	5,430,000
Other Financing Sources	41,565	75,757	0	0	0
Transfers from Funds	507,557	0	0	48,123	66,233
Total Other Financing Sources	**$549,122**	**$75,757**	**$3,980,000**	**$4,298,123**	**$5,496,233**
Total Revenues & Other Financing Sources	**$170,550,724**	**$180,965,178**	**$195,480,383**	**$206,100,300**	**$219,577,925**
Expenditures					
Light & Power Operations	20,890,508	21,511,199	11,824,498	11,997,559	12,219,610
L&P Payments and Transfers	18,205,947	20,584,482	20,764,929	20,429,786	21,191,117
L&P Purchase of Power	99,293,233	101,633,057	110,081,094	116,334,326	123,716,618
L&P System Additions	7,190,422	6,092,629	8,145,943	7,305,801	7,411,271
L&P Capital Projects	3,648,141	5,237,036	7,981,267	9,072,786	7,707,786
L&P Energy Services	5,360,554	5,519,713	7,641,917	7,083,304	7,253,948
L&P Operating Grants	508,469	391,583	0	0	0
Broadband	33,468,199	29,410,408	11,278,081	13,511,008	14,391,078
Total Expenditures	**$188,565,474**	**$190,380,108**	**$177,717,729**	**$185,734,570**	**$193,891,428**
Other Financing Uses					
Debt & Other Uses	6,839,096	9,603,182	17,677,083	18,720,248	20,089,074
Transfers Out	802,529	7,808,843	734,985	1,119,964	1,168,360
Total Other Financing Uses	**$7,641,625**	**$17,412,025**	**$18,412,068**	**$19,840,212**	**$21,257,434**
Total Expenditures & Other Financing Use	**$196,207,099**	**$207,792,133**	**$196,129,797**	**$205,574,782**	**$215,148,862**
Net Change in Fund Balance	**($25,656,375)**	**($26,826,956)**	**($649,414)**	**$525,518**	**$4,429,063**
Net Adjustments to GAAP	**$27,807,043**	**$24,870,511**	**($204,557)**	**$602,799**	**$59,231**
Ending Fund Balance	**$211,739,667**	**$209,783,222**	**$208,929,251**	**$210,057,568**	**$214,545,862**

Frozen Appropriations not included in this Fund Statement

WATER FUND - 502
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$343,869,558**	**$340,776,895**	**$342,526,758**	**$341,902,118**	**$350,749,754**
Revenues					
Operating Grants/Contributions	3,937	57,196	228,750	0	0
Fees-Water	34,243,614	31,505,219	33,505,000	36,195,000	39,295,000
Interest Revenue	(3,362,600)	5,066,866	1,104,853	2,552,130	2,548,345
Other Earnings on Investments	12,121	8,350	0	0	0
Rents	117,171	69,619	120,000	75,000	75,000
Contributions & Donations	1,769,053	1,307,501	1,615,000	1,250,000	1,350,000
Sale of Property	6,830	22,823	0	0	0
Non Operating	11,024	24,059	0	0	0
Other Miscellaneous	245,534	217,710	180,000	215,000	215,000
Total Revenues	**$33,046,685**	**$38,279,342**	**$36,753,603**	**$40,287,130**	**$43,483,345**
Other Financing Sources					
Proceeds of Debt Issuance	147,891	155,942	0	0	0
Other Financing Sources	3,000	13,170	0	0	0
Transfers from Funds	1,477,467	1,951,421	141,090	143,142	147,783
Total Other Financing Sources	**$1,628,358**	**$2,120,533**	**$141,090**	**$143,142**	**$147,783**
Total Revenues & Other Financing Sources	**$34,675,043**	**$40,399,874**	**$36,894,693**	**$40,430,272**	**$43,631,128**
Expenditures					
Water	8,949	160,846	75,104	0	0
Water Minor Capital	914,643	817,354	1,861,986	1,386,950	1,540,978
Water Payments and Transfers	17,344,968	17,762,228	11,576,168	12,259,411	12,453,983
Water Trans & Distribution	3,672,104	4,273,728	4,177,525	5,071,629	5,255,439
Water Meter Operations	815,986	904,716	1,347,718	912,943	963,819
Water Production	6,305,042	6,181,667	6,557,251	6,686,843	6,838,284
Water Quality	1,170,603	1,222,670	1,293,563	1,335,052	1,355,004
Water Resources	2,640,944	3,307,552	3,547,948	3,840,029	3,829,309
Water Capital Projects	12,734,291	12,095,711	18,619,538	11,141,340	10,007,271
Total Expenditures	**$45,607,531**	**$46,726,472**	**$49,056,800**	**$42,634,197**	**$42,244,087**
Other Financing Uses					
Debt & Other Uses	185,468	190,787	0	0	0
Transfers Out	422,409	4,197,942	728,749	438,867	450,144
Total Other Financing Uses	**$607,877**	**$4,388,729**	**$728,749**	**$438,867**	**$450,144**
Total Expenditures & Other Financing Use	**$46,215,408**	**$51,115,202**	**$49,785,549**	**$43,073,064**	**$42,694,231**
Net Change in Fund Balance	**($11,540,365)**	**($10,715,327)**	**($12,890,856)**	**($2,642,792)**	**$936,897**
Net Adjustments to GAAP	**$8,447,701**	**$12,465,191**	**$12,266,216**	**$11,490,428**	**$3,095,518**
Ending Fund Balance	**$340,776,895**	**$342,526,758**	**$341,902,118**	**$350,749,754**	**$354,782,169**

Frozen Appropriations not included in this Fund Statement

WASTEWATER FUND - 503
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$196,660,756**	**$197,859,558**	**$200,255,550**	**$200,931,678**	**$205,874,048**
Revenues					
Other Fines & Forfeitures	6,100	575	0	0	0
Fees-Wastewater	23,852,226	24,633,054	24,670,000	26,465,000	28,500,000
Interest Revenue	(1,767,658)	2,674,310	581,827	1,473,899	1,471,712
Rents	76,596	68,832	100,000	72,000	72,000
Contributions & Donations	1,793,187	657,247	935,000	520,000	520,000
Sale of Property	48	10,542	0	0	0
Other Miscellaneous	64,388	70,839	20,000	45,000	45,000
Total Revenues	**$24,024,887**	**$28,115,399**	**$26,306,827**	**$28,575,899**	**$30,608,712**
Other Financing Sources					
Other Financing Sources	4,101	4,160	0	0	0
Total Other Financing Sources	**$4,101**	**$4,160**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$24,028,988**	**$28,119,559**	**$26,306,827**	**$28,575,899**	**$30,608,712**
Expenditures					
WW Minor Capital	930,776	1,084,506	965,889	835,000	835,000
WW Payments and Transfers	12,310,723	12,746,934	7,075,228	8,027,901	8,128,971
WW Trunk and Collection	1,921,205	2,037,324	2,366,703	2,977,285	3,078,212
WW Water Quality	1,184,330	1,204,131	1,386,357	1,301,997	1,324,898
WW Water Reclamation	5,962,094	6,422,856	7,119,837	7,806,915	7,941,484
WW Capital Projects	5,440,412	6,309,584	6,257,690	10,625,552	5,374,012
Total Expenditures	**$27,749,539**	**$29,805,335**	**$25,171,705**	**$31,574,650**	**$26,682,577**
Other Financing Uses					
Debt & Other Uses	2,091,418	2,124,351	2,287,100	2,315,700	8,240,070
Transfers Out	570,015	2,519,979	517,960	218,573	217,019
Total Other Financing Uses	**$2,661,433**	**$4,644,330**	**$2,805,060**	**$2,534,273**	**$8,457,089**
Total Expenditures & Other Financing Use	**$30,410,972**	**$34,449,665**	**$27,976,765**	**$34,108,923**	**$35,139,666**
Net Change in Fund Balance	**($6,381,985)**	**($6,330,107)**	**($1,669,938)**	**($5,533,024)**	**($4,530,954)**
Net Adjustments to GAAP	**$7,580,787**	**$8,726,099**	**$2,346,065**	**$10,475,394**	**$4,206,949**
Ending Fund Balance	**$197,859,558**	**$200,255,550**	**$200,931,678**	**$205,874,048**	**$205,550,043**

Frozen Appropriations not included in this Fund Statement

STORMWATER FUND - 504
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$166,287,807**	**$171,282,112**	**$176,465,739**	**$179,799,864**	**$185,167,356**
Revenues					
Non-Bus Licenses & Permits	20,750	20,750	15,000	15,000	15,000
Fees-Stormwater	18,022,114	19,041,645	18,960,000	20,070,000	21,295,000
Interest Revenue	(1,322,190)	1,392,403	374,283	1,383,526	1,381,474
Contributions & Donations	836,158	998,420	900,000	882,000	882,000
Sale of Property	0	37,181	0	0	0
Non Operating	3,200	1,200	0	0	0
Other Miscellaneous	17,368	33,678	0	0	0
Total Revenues	**$17,577,399**	**$21,525,277**	**$20,249,283**	**$22,350,526**	**$23,573,474**
Other Financing Sources					
Proceeds of Debt Issuance	0	0	0	0	0
Other Financing Sources	10,000	0	0	0	0
Transfers from Funds	100,000	102,222	114,240	138,336	142,126
Total Other Financing Sources	**$110,000**	**$102,222**	**$114,240**	**$138,336**	**$142,126**
Total Revenues & Other Financing Sources	**$17,687,399**	**$21,627,499**	**$20,363,523**	**$22,488,862**	**$23,715,600**
Expenditures					
Stormwater Minor Capital	878,183	230,941	1,634,001	1,040,000	450,000
Stormwater Operations	4,224,508	4,580,496	5,363,834	5,408,046	5,541,217
SW Payments and Transfers	7,820,774	8,960,481	5,488,493	6,514,526	6,599,371
SW Capital Projects	4,599,207	4,523,951	47,678,959	5,918,720	9,560,580
Utility Customer & Admin Svcs	0	0	0	0	0
Total Expenditures	**$17,522,672**	**$18,295,869**	**$60,165,287**	**$18,881,292**	**$22,151,168**
Other Financing Uses					
Debt & Other Uses	962,436	292,367	3,125,250	3,020,738	3,024,738
Transfers Out	451,576	2,612,319	984,324	620,861	649,426
Total Other Financing Uses	**$1,414,012**	**$2,904,686**	**$4,109,574**	**$3,641,599**	**$3,674,164**
Total Expenditures & Other Financing Use	**$18,936,684**	**$21,200,555**	**$64,274,861**	**$22,522,891**	**$25,825,332**
Net Change in Fund Balance	**($1,249,285)**	**$426,944**	**($43,911,338)**	**($34,029)**	**($2,109,732)**
Net Adjustments to GAAP	**$6,243,590**	**$4,756,683**	**$47,245,463**	**$5,401,521**	**$7,539,898**
Ending Fund Balance	**$171,282,112**	**$176,465,739**	**$179,799,864**	**$185,167,356**	**$190,597,522**

Frozen Appropriations not included in this Fund Statement

INTERNAL SERVICE FUNDS DESCRIPTIONS

601 - EQUIPMENT FUND

The Equipment Fund is used to account for the operation and maintenance, and acquisition, of certain City equipment such as vehicles, trucks, and other major equipment purchases. The Equipment Fund is within the Internal Services area.

602 - SELF INSURANCE FUND

The Self Insurance Fund provides for protection against losses involving City property, equipment and personnel using a combination of risk transfer (insurance coverage) and risk retention (self insurance). The Self Insurance Fund is within the Financial Services area.

603 - DATA & COMMUNICATIONS FUND

The Data and Communications Fund provides for the acquisition, operation, and maintenance of the City's telephone system, office automation systems, and the City's central information technology functions. The Data and Communications Fund is within the Internal Services area.

604 - BENEFITS FUND

The Benefits Fund provides for the collection of benefit premiums and the payment of medical claims. Benefits include a health insurance program, life insurance, accidental death and dismemberment, vision, dental, long-term disability, and several reimbursement accounts. The Benefits Fund is part of the Internal Services area.

605 - UTILITY CUSTOMER SERVICE & ADMIN. FUND

The Utility Customer Service and Administration Fund provides the four Utility Funds and their customers with management, support services and customer services. The Utility Customer Service and Administration Fund is part of the Utility Services area.

EQUIPMENT FUND - 601
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$12,946,391**	**$13,550,711**	**$15,165,558**	**$16,723,538**	**$19,352,683**
Revenues					
Capital Grants/Contributions	0	34,456	0	0	0
Other Intergovernmental	547,104	254,024	0	0	0
Fees-General Government	9,292,134	10,622,447	11,440,804	12,246,734	12,734,187
Interest Revenue	(345,115)	507,338	60,714	228,307	227,968
Rents	2,947,552	3,132,457	4,596,217	4,983,239	4,697,907
Sale of Property	760	8,557	0	0	0
Other Miscellaneous	624	360	0	0	0
Total Revenues	**$12,443,059**	**$14,559,638**	**$16,097,735**	**$17,458,280**	**$17,660,062**
Other Financing Sources					
Proceeds of Debt Issuance	3,093,618	0	0	0	0
Other Financing Sources	67,603	53,506	0	20,000	30,000
Transfers from Funds	266,783	0	0	200,000	1,000,000
Total Other Financing Sources	**$3,428,004**	**$53,506**	**$0**	**$220,000**	**$1,030,000**
Total Revenues & Other Financing Sources	**$15,871,063**	**$14,613,144**	**$16,097,735**	**$17,678,280**	**$18,690,062**
Expenditures					
Personnel Services	3,519,127	3,571,205	3,937,999	4,164,891	4,287,221
Purchased Prof & Tech Services	256,064	283,207	171,042	147,376	148,974
Purchased Property Services	2,351,979	6,264,098	2,726,034	3,128,663	3,224,746
Other Purchased Services	140,619	198,205	193,595	176,505	180,559
Supplies	3,534,468	3,698,450	4,266,508	3,953,865	3,997,955
Capital Outlay	96,355	131,995	276,256	228,711	235,197
Other	2,242,707	2,542,986	0	0	0
Total Expenditures	**$12,141,319**	**$16,690,147**	**$11,571,434**	**$11,800,011**	**$12,074,652**
Other Financing Uses					
Debt & Other Uses	2,772,640	3,148,839	3,985,267	4,840,540	6,078,852
Transfers Out	84,658	119,679	401,876	388,983	408,350
Total Other Financing Uses	**$2,857,298**	**$3,268,518**	**$4,387,143**	**$5,229,523**	**$6,487,202**
Total Expenditures & Other Financing Use	**$14,998,617**	**$19,958,665**	**$15,958,577**	**$17,029,534**	**$18,561,854**
Net Change in Fund Balance	**$872,446**	**($5,345,521)**	**$139,158**	**$648,746**	**$128,208**
Net Adjustments to GAAP	**($268,126)**	**$6,960,368**	**$1,418,821**	**$1,980,399**	**$3,008,012**
Ending Fund Balance	**$13,550,711**	**$15,165,558**	**$16,723,538**	**$19,352,683**	**$22,488,903**

Frozen Appropriations not included in this Fund Statement

SELF INSURANCE FUND - 602
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**($247,673)**	**$1,727,868**	**$2,622,960**	**$2,622,960**	**$1,962,339**
Revenues					
Fees-General Government	5,868,988	6,990,923	7,470,470	6,441,506	6,602,287
Interest Revenue	(107,973)	338,189	31,086	112,306	112,140
Other Miscellaneous	384,476	236,325	181,575	227,818	260,425
Total Revenues	**$6,145,490**	**$7,565,437**	**$7,683,131**	**$6,781,630**	**$6,974,852**
Other Financing Sources					
Transfers from Funds	1,466,659	1,927,316	1,994,886	2,044,946	2,096,869
Total Other Financing Sources	**$1,466,659**	**$1,927,316**	**$1,994,886**	**$2,044,946**	**$2,096,869**
Total Revenues & Other Financing Sources	**$7,612,149**	**$9,492,753**	**$9,678,017**	**$8,826,576**	**$9,071,721**
Expenditures					
Salaries & Wages	777,397	859,128	858,971	1,100,817	1,133,848
Benefits	219,470	239,144	254,871	318,643	331,959
Other Personnel Costs	196	358	(30,184)	(92,266)	(95,276)
Professional & Technical	202,440	205,920	316,907	273,982	275,699
Other Prof & Tech Services	0	13	20,000	0	0
Cleaning Services	13,375	8,221	4,243	7,000	7,500
Repair & Maintenance Services	77,742	44,005	40,458	43,500	44,500
Rental Services	0	124	0	0	0
Construction Services	0	0	10,000	0	0
Insurance	3,922,314	6,724,532	7,677,272	7,310,423	7,707,475
Communication Services	10,413	9,947	16,973	14,687	15,073
Internal Admin Services	570	0	0	0	0
Employee Travel	7,709	12,318	16,442	16,250	16,500
Other Purchased Services	17,762	18,117	21,176	19,528	20,054
Vehicle & Equipment Supplies	25	10	0	0	0
Office & Related Supplies	15,153	50,631	21,535	20,668	21,266
Health & Safety Supplies	140,572	159,216	169,781	160,000	162,000
Other Supplies	4,531	6,828	13,791	11,200	11,250
Depreciation	1,334	1,330	0	0	0
Total Expenditures	**$5,411,002**	**$8,339,840**	**$9,412,236**	**$9,204,432**	**$9,651,848**
Other Financing Uses					
Leases	(1,322)	1,352	0	0	0
Transfers to Funds	226,928	257,810	265,781	282,765	290,929
Total Other Financing Uses	**$225,606**	**$259,162**	**$265,781**	**$282,765**	**$290,929**
Total Expenditures & Other Financing Use	**$5,636,608**	**$8,599,003**	**$9,678,017**	**$9,487,197**	**$9,942,777**
Net Change in Fund Balance	**$1,975,541**	**$893,750**	**$0**	**($660,621)**	**($871,056)**
Net Adjustments to GAAP	**$0**	**$1,342**	**$0**	**$0**	**$0**
Ending Fund Balance	**$1,727,868**	**$2,622,960**	**$2,622,960**	**$1,962,339**	**$1,091,283**

Frozen Appropriations not included in this Fund Statement

DATA & COMMUNICATIONS FUND - 603
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$2,758,393**	**$2,458,433**	**$4,158,825**	**$2,517,171**	**$2,826,708**
Revenues					
Fees-General Government	2,083,964	2,040,726	2,173,169	2,169,705	2,203,798
Interest Revenue	(93,725)	156,923	42,047	95,227	95,086
Sale of Property	0	0	0	0	0
Other Miscellaneous	2,016	94	0	0	0
Total Revenues	**$1,992,254**	**$2,197,743**	**$2,215,216**	**$2,264,932**	**$2,298,884**
Other Financing Sources					
Other Financing Sources	0	4,038,719	0	0	0
Transfers from Funds	8,793,319	10,537,911	11,317,179	11,483,685	11,926,928
Total Other Financing Sources	**$8,793,319**	**$14,576,630**	**$11,317,179**	**$11,483,685**	**$11,926,928**
Total Revenues & Other Financing Sources	**$10,785,573**	**$16,774,373**	**$13,532,395**	**$13,748,617**	**$14,225,812**
Expenditures					
Salaries & Wages	4,273,424	5,189,239	5,188,676	6,164,634	6,346,528
Benefits	1,107,883	1,301,259	1,442,221	1,679,828	1,746,503
Other Personnel Costs	14,265	4,809	410,042	(507,330)	(523,491)
Professional & Technical	368,583	151,677	179,340	215,500	215,500
Governmental Services	750	185	0	0	0
Other Prof & Tech Services	534,020	565,940	848,338	273,550	200,500
Cleaning Services	1,641	7,853	0	0	0
Repair & Maintenance Services	2,990,673	3,740,289	3,486,599	3,692,685	3,726,250
Rental Services	405	1,637	0	0	0
Communication Services	383,512	390,933	380,000	343,400	343,700
Internal Admin Services	3,360	0	0	0	0
Employee Travel	78,230	124,023	90,550	92,075	92,075
Other Purchased Services	11,859	5,614	4,200	5,150	5,150
Vehicle & Equipment Supplies	139	377	0	0	0
Office & Related Supplies	862,656	(1,358,286)	2,116,587	1,138,834	1,379,945
Health & Safety Supplies	0	77	0	0	0
Other Supplies	15,638	23,058	5,150	10,350	10,350
Infrastructure	0	0	125,000	100,000	100,000
Vehicles & Equipment	120,976	272,906	0	484,000	530,000
Other Capital Outlay	0	4,038,719	0	0	0
Depreciation	227,895	1,279,507	0	0	0
Total Expenditures	**$10,995,911**	**$15,739,815**	**$14,276,704**	**$13,692,676**	**$14,173,010**
Other Financing Uses					
Leases	0	1,747,671	0	0	0
Transfers to Funds	507,557	0	700,000	0	0
Total Other Financing Uses	**$507,557**	**$1,747,671**	**$700,000**	**$0**	**$0**
Total Expenditures & Other Financing Use	**$11,503,467**	**$17,487,487**	**$14,976,704**	**$13,692,676**	**$14,173,010**
Net Change in Fund Balance	**($717,894)**	**($713,113)**	**($1,444,309)**	**$55,941**	**$52,802**
Net Adjustments to GAAP	**$417,934**	**$2,413,505**	**($197,345)**	**$253,596**	**$291,336**
Ending Fund Balance	**$2,458,433**	**$4,158,825**	**$2,517,171**	**$2,826,708**	**$3,170,846**

Frozen Appropriations not included in this Fund Statement

BENEFITS FUND - 604
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$15,979,919**	**$14,896,929**	**$18,152,139**	**$15,684,383**	**$15,284,643**
Revenues					
Charges for Service	34,160,031	37,717,910	37,844,770	42,037,248	45,218,828
Earnings on Investments	(707,925)	1,004,116	222,336	611,415	610,509
Miscellaneous	0	(0)	0	0	0
Total Revenues	**$33,452,107**	**$38,722,026**	**$38,067,106**	**$42,648,663**	**$45,829,337**
Total Revenues & Other Financing Sources	**$33,452,107**	**$38,722,026**	**$38,067,106**	**$42,648,663**	**$45,829,337**
Expenditures					
Personnel Services	1,473,393	1,578,154	1,470,683	1,523,219	1,560,960
Purchased Prof & Tech Services	1,416,411	1,384,523	1,229,998	1,415,844	1,458,911
Purchased Property Services	70,924	19,495	17,628	6,000	6,000
Other Purchased Services	31,556,395	33,535,895	37,808,453	40,092,540	43,088,948
Supplies	17,976	22,059	8,100	10,800	10,800
Capital Outlay	0	0	0	0	0
Total Expenditures	**$34,535,099**	**$36,540,125**	**$40,534,862**	**$43,048,403**	**$46,125,619**
Other Financing Uses					
Total Other Financing Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Total Expenditures & Other Financing Use	**$34,535,099**	**$36,540,125**	**$40,534,862**	**$43,048,403**	**$46,125,619**
Net Change in Fund Balance	**($1,082,992)**	**$2,181,901**	**($2,467,756)**	**($399,740)**	**($296,282)**
Net Adjustment to GAAP	**$2**	**$1,073,309**	**$0**	**$0**	**$0**
Ending Fund Balance	**$14,896,929**	**$18,152,139**	**$15,684,383**	**$15,284,643**	**$14,988,361**

Frozen Appropriations not included in this Fund Statement

UTILITY CS&A FUND - 605
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026
Beginning Fund Balance	**$1,491,788**	**$1,801,990**	**$17,118,192**	**$16,041,420**	**$17,253,716**
Revenues					
Other Fines & Forfeitures	(25)	0	0	0	0
Fees-General Government	16,891,096	19,782,536	21,271,167	22,877,439	22,937,232
Fees-Planning and Development	0	672	0	0	0
Interest Revenue	(106,071)	34,809	35,103	255,165	254,789
Contributions & Donations	28,641	28,803	0	0	0
Sale of Property	0	4,540	0	0	0
Non Operating	1,519,680	1,383,036	905,000	1,150,000	1,150,000
Other Miscellaneous	72,473	79,992	75,000	75,000	75,000
Total Revenues	**$18,405,793**	**$21,314,388**	**$22,286,270**	**$24,357,604**	**$24,417,021**
Other Financing Sources					
Other Financing Sources	4,900	18,548	0	0	0
Transfers from Funds	647,440	15,272,010	1,367,662	421,499	434,310
Total Other Financing Sources	**$652,340**	**$15,290,558**	**$1,367,662**	**$421,499**	**$434,310**
Total Revenues & Other Financing Sources	**$19,058,133**	**$36,604,946**	**$23,653,932**	**$24,779,103**	**$24,851,331**
Expenditures					
Salaries & Wages	8,307,025	9,487,292	10,449,626	11,650,821	12,013,217
Benefits	2,527,215	2,658,987	3,302,104	3,615,088	3,767,904
Other Personnel Costs	8,694	15,503	(480,704)	(1,103,775)	(940,005)
Professional & Technical	1,880,356	2,482,727	2,934,182	2,360,570	1,951,400
Other Prof & Tech Services	240,679	210,420	304,421	269,500	269,750
Utility Services	190,528	208,362	219,580	209,300	209,300
Cleaning Services	194,712	258,215	261,193	288,914	302,712
Repair & Maintenance Services	1,226,626	1,542,391	2,794,023	2,093,150	1,594,170
Rental Services	36,872	44,700	81,181	38,000	38,000
Construction Services	49,222	12,745	94,300	15,000	15,000
Other Property Services	0	1,531	1,000	0	0
Insurance	12,304	10,812	10,911	8,114	8,114
Communication Services	301,224	303,771	323,144	323,484	329,484
Internal Admin Services	180,065	201,830	206,876	208,654	213,871
Employee Travel	50,573	67,965	161,590	140,515	145,700
Other Purchased Services	511,638	518,884	573,400	594,550	611,050
Vehicle & Equipment Supplies	43,912	42,077	80,188	54,266	56,037
Land & Building Maint Supplies	40,406	39,692	31,900	37,000	37,000
Utility Supplies	2,934	14,580	3,150	3,075	3,075
Office & Related Supplies	96,260	218,780	176,940	160,490	152,985
Health & Safety Supplies	8,650	10,474	11,900	13,897	14,400
Other Supplies	129,477	129,777	134,275	134,950	136,910
Buildings	0	2,665	2,500	2,500	2,500
Vehicles & Equipment	481,607	193,445	154,236	275,000	375,000
Other Capital Outlay	0	18,548	0	0	0
Depreciation	118,413	136,591	0	0	0
Grants	29,500	13,425	10,000	10,000	10,000
Other	0	0	100,000	100,000	100,000
Total Expenditures	**$16,668,892**	**$18,846,190**	**$21,941,917**	**$21,503,063**	**$21,417,574**
Other Financing Uses					
Leases	(5,352)	32,217	0	0	0
Transfers to Funds	2,326,660	2,620,692	2,823,424	3,083,382	3,238,319
Total Other Financing Uses	**$2,321,308**	**$2,652,909**	**$2,823,424**	**$3,083,382**	**$3,238,319**
Total Expenditures & Other Financing Use	**$18,990,201**	**$21,499,099**	**$24,765,341**	**$24,586,445**	**$24,655,893**
Net Change in Fund Balance	**$67,933**	**$15,105,847**	**($1,111,409)**	**$192,658**	**$195,438**
Net Adjustments to GAAP	**$242,270**	**$210,355**	**$34,637**	**$1,019,638**	**$673,953**
Ending Fund Balance	**$1,801,990**	**$17,118,192**	**$16,041,420**	**$17,253,716**	**$18,123,107**

Frozen Appropriations not included in this Fund Statement

BUDGET TERMS

Accrual Basis
The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.

Administrative Charges
Allocates the cost of general administrative departments that are required to manage the City and provide support to all funds.

Ad Valorem Tax
Tax based on the Assessed Valuation of property. Also known as Property Taxes.

Appropriation
Legal authorization granted by City Council to make expenditures and incur obligations for specific purposes up to a specific dollar amount. For lapsing/operating fund budgets, appropriations lapse at the end of each fiscal year. For non-lapsing/project funds appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

Appropriation Ordinance
An ordinance by which appropriations are made legal. It is the method by which the City Council authorizes expenditures for the subsequent fiscal year.

Assessed Valuation
Basis for determining property taxes. Assessor determines assessed valuation of real property by using a value percentage of the property's actual value. The percentage is determined by the State of Colorado.

Authority
A government or public agency created to perform a single function or a restricted group of related activities. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

BART
Budget Analysis and Reporting Tool. Software developed internally by City staff and supported by external vendor for budgeting and reporting purposes.

Benchmark
A comparison of the actual performance of a service provided with cities providing a like service, a national standard, or an accepted best practice. Used as one element of performance measures.

BFO Team
Group of employees that reviews requests budget requests (offers for programs and services) for each Outcome. These teams also rank the offers based on how they match the Primary Strategic Objective chosen.

Bond
Written promise to pay a specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Budget
Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Upon approval by Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

Budgeting for Outcomes (BFO)
Budgeting for outcomes is a form of priority based budgeting where spending is linked to overall community results. Instead of the traditional approach to budgeting that begins with last year's budget, the starting point for the budget process becomes setting priorities and establishing the amount of revenue available for achieving those priorities. The budget process shifts from paying for costs to buying results. We ask “What’s the best way to produce the most value with the dollars we have?” to better align the services delivered by the City with the things that are most important to the community.

Capital Outlay
Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

Capital Improvement Program
An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.), with estimated costs, sources of funding and timing of work over a period of time.

Capital Project
Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering or architectural fees are often a part of a capital project.

Capital Projects Fund
A fund created to account for financial resources and the payment of the acquisition or construction of capital assets such as public facilities, streets, etc.

Community Capital Improvement Program (CCIP) Tax
Fort Collins has had a dedicated tax for capital projects since 1973. The tax and the term have varied over the years. The tax initiative, currently known as the Community Capital Improvement Program (CCIP), was renewed in April 2015 and expires December 31, 2025. CCIP, formerly known as Building on Basics, is dedicated to

community improvements. Project highlights using this funding from 2019-2020 include Bus stop improvements, Bicycle infrastructure improvements, Linden Street renovation, Nature in the City, and numerous improvements to streets.

Classified Employee
An authorized, budgeted position which is included in the City Pay Plan. Classified employees may be either full-time (1.0 FTE consisting of a 40 hour work week or equivalent) or part-time (0.5 FTE or greater, with a work week of a minimum of 20 and a maximum of 39 hours). These employees are covered by the City's Personnel Policies and Procedures Manual.

Certificates of Participation
Debt instrument used to acquire and construct major capital facilities and improvements. Through the Fort Collins Leasing Corporation, the City issues certificates of participation (COP's). The debt is secured by the constructed facilities and improvements, and debt service payments are made from the rents collected by the Leasing Corporation, based upon lease agreements between the City and the Corporation.

Contingency
An appropriation of funds to cover unforeseen expenditures which may occur during the budget year.

Debt Service
Payment of principal and interest related to long-term debt.

Depreciation
Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Encumbrances
Appropriations committed by contract for goods or services which will not be paid for until the next fiscal year.

Enterprise Fund
A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures
Cost of goods received or services offered.

Fiscal Year
A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Fort Collins' fiscal year is January 1 through December 31.

Full-time Equivalent (FTE) Employee
The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time employee or two or more part-time employees whose total hours equal 40 per week.

Fund
An accounting entity with revenues and expenditures which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance
The balance remaining in a fund after expenditures have been subtracted from revenues.

General Fund
The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund provides a majority of city services to the residents of Fort Collins.

Grants
Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose or activity.

Home Rule
Statutory and constitutional provisions which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes. The City of Fort Collins is a home rule municipality.

Hourly Employee
A City employee who fills a temporary or short-term position. Such employees provide contingency staffing for City operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

Impact Fees
Charge imposed on developers to offset the cost of infrastructure and related services that will have to be provided by local government.

Indicator
A measure that quantifies the achievement of a result.

Infrastructure
Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Intergovernmental Revenue
Revenue from other governments (i.e., County, State, Federal) in the form of grants, entitlements, or shared revenues.

Internal Service Fund
A fund used to account for the financing of services provided by one department to other departments of the City. Internal Service Funds are usually operated like a business.

Lapsing Appropriation
An appropriation is made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law.

Lease-Purchase Agreements
Contractual agreements which are termed "leases" but, which in substance, amount to purchase contracts, for equipment and machinery.

Maturity
The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

Mill Levy
Rate applied to Assessed Valuation of property to determine property taxes. A mill is 1/10th of a penny, or $1.00 of tax for each $1,000 of assessed valuation. The City's maximum mill levy per City Charter, excluding debt service, is fifteen mills.

Modified Accrual Basis
Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

Net Operating Budget
Represents the amount of money necessary to provide for the day to day functions of city government. It does not include internal transfers between funds, nor does it include expenditures for debt service and capital projects.

Offer
A description of services, programs or initiatives that will produce a desired result provided by a service provider. Multiple similar offers can be bundled within a package, but each offer is independently evaluated if it will be bought or not.

Offer Type
Offers are separated into 1 of 8 types, which helps to compare like offers across the Outcomes.

- **Capital Project**: An Offer for 1) new design and/or construction, 2) expansion of existing assets, or 3) renovation of an existing 'vertical' asset, like a building. Would also include improvements to existing assets that bring the asset to modern design standards. Offers of this Type need to indicate it is a Capital Project in the Offer Narrative and are likely applicable to APP.

- **Asset Management**: An Offer for existing asset inventory as it relates to life cycle

costs and future needs. Ideally, this is supported by an Asset Management Plan or a Replacement Schedule. Offers for Major Repair, Replacement, or Maintenance over $20k should use this Offer Type. Would also include renewing existing assets to current regulatory standards.
    - Examples include: Parks life cycle equipment and horizontal assets like roads, pipes, cables, duct banks, etc.

- **Enhancement**: Either 1) a new program/service/FTE or 2) an increased level of service for an existing program/service beyond inflation that requires additional ongoing funding.

- **1-Time Enhancement**: A new program/service or contractual FTE that requires one-time funding.

- **Continuing Enhancement**: An Enhancement Offer approved in the last budget cycle.

- **Ongoing**: Anything else not described in the other Offer Types - existing programs/services at the same level of service currently being provided to the community.

- **Reduction**: Either 1) the elimination of or 2) reduced level of service for an existing program/service/FTE.

- **Redeploy:** These are 'net zero' Offers that propose to shift budget from one program or service to a different one of higher priority that directly supports a Council Priority Dashboard item or a current Strategic Objective. The budget associated with the program or service proposed to be stopped should be included in an Ongoing Offer.

Ordinance
A formal legislative enactment by the Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

Outcome
The City of Fort Collins works to continuously improve seven key Outcome areas: Neighborhood and Community Vitality, Culture and Recreation, Economic Health, Environmental Health, Safe Community, Transportation and Mobility, and High Performing Government. The City budget is divided among these seven areas, and revenue is allocated to support policies and initiatives that drive improvement in outcomes.

Performance Measure
Measurements that reflect the service that is being provided and permit objective evaluation of the service program.

Personnel Services
Salaries, salary driven costs, and compensated benefits for classified, unclassified, hourly, and seasonal employees.

PILOT (Payment in Lieu of Taxes)
An estimate of the amount of taxes that would be chargeable to a utility if owned privately.

Ranking Platform
A rank ordering of all offers to achieve a certain result. It displays offers which offers are to be funded (bought) and which ones are not (unfunded).

Reserve
A portion of a fund balance which has been legally segregated for a specific use.

Resources
Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

Revised Budget
Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over from the prior year.

Seasonal Employee
A City employee who works for a department during a specific season or for a specific work project. Such employees are typically hired for positions which fluctuate significantly with the time of year or the specific nature of the work, such as summer recreation employees, or warm-weather construction employees. Such employment needs are typically cyclical, with the same general needs occurring each year.

Special Assessment
A levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund
A fund used to account for the proceeds of specific revenue sources that are legally restricted to be spent for specified purposes. An example is the Recreation Fund that collects fees from recreational users and is legally restricted to spend those fees for recreational purposes.

Tax Increment Financing (TIF)
A financing technique that requires creation of a district whose assessed property value is "frozen". The tax collected on the growth of the district's incremental, or property value over the "frozen" value, is used to finance capital improvements in the district.

Transfers
Legally authorized intra-city transfers of appropriations from one City fund to another City fund. Revenue and expenditures are accounted for in both funds. For example, sales and use taxes are collected in the Sales and Use Tax Fund and recorded as revenue. The

taxes are then expensed in the Sales and Use Tax Fund as transfers to various other funds. In the receiving fund the transfer is accounted for as revenues and, when spent, again accounted for as an expense.

Unclassified Employee
An employee who is not a part of the City's pay and classification system. This includes either Unclassified Management Employees, or Hourly/Seasonal employees.

User Fees
The payment of a fee for direct receipt of a public service by the party benefiting from the service.

City of Fort Collins Debt Position

Debt Policy Highlights

The City Council updated the debt policy in November 2013 through Resolution 2013-093. The policy was reviewed by the Council Finance Committee (CFC) in November 2016, but no changes were recommended by staff or made by CFC. The next review of the policy will occur in the fall of 2024.

Purpose and Uses of Debt

Long term obligations should only be used to finance larger capital acquisitions and/or construction costs that are for high priority projects. Debt will not be used for operating purposes. Debt financing of capital improvements and equipment will be done only when the following conditions exist:

a) When non-continuous projects (those not requiring continuous annual appropriations) are desired;
b) When it can be determined that future users will receive a significant benefit from the improvement;
c) When it is necessary to provide critical basic services to residents and taxpayers (for example, purchase of water rights);
d) When total debt, including that issued by overlapping governmental entities, does not constitute an unreasonable burden to the residents and taxpayers.

Debt Limitations and Capacity

Debt capacity will be evaluated by the annual dollar amount paid and the total amount outstanding with the goal to maintain the City's overall issuer rating at the very highest rating, Aaa. Parameters are different for Governmental Funds, Enterprise Funds, and Related Agencies.

a) Governmental Funds—Annual debt service (principal and interest) will not exceed 5% of annual revenues. For calculation, revenues will not include internal charges, transfers and large one-time grants. Outstanding debt in relation to population and assessed value will also be monitored.
b) Enterprise Funds—Each fund is unique and will be evaluated independently. Each fund's debt will be managed to maintain a credit score of at least an A rating. These funds typically issue revenue bonds and investors closely watch revenue coverage ratio. Coverage ratios are published in the City's audited Comprehensive Annual Financial Statement.
c) Related Agencies—Each agency will be evaluated independently, taking into account City Charter, State statutes, market conditions and financial feasibility.

Bond Ratings

To attain the lowest possible interest rates and to be sure it has the widest markets for its bonds, the City obtains a credit rating from the major rating services. The stronger the rating, the lower the interest rate assigned and, as a result, a lower cost to taxpayers and users of City services. In some cases, the City may also purchase insurance when the economic analysis shows more benefit than cost. Bond insurance provides additional support for the creditworthiness of the bonds and improves (lowers) the interest costs. The major rating services are Standard & Poor's, Moody's Investors Service and Fitch Ratings.

Bonds issued by the City of Fort Collins continue to receive and maintain very favorable ratings from both rating agencies. The most recent bond ratings are:

	Moody's	Standard & Poor's	Fitch
Certificates of Participation	Aa1	No rating	No rating
Light & Power Revenue Bonds	No rating	AA-	AA-
Water Revenue Bonds	No rating	AAA	No rating
Sewer Revenue Bonds (Wastewater)	Aa1	AAA	AAA
Storm Drainage Revenue Bonds	No rating	AA+	No rating

Most Recent Debt & Bond Activity

In 2023 the City issued Lease Certificates of Participation to fund the purchase of the real property upon which Colorado State University's Hughes Stadium previously existed, and fund miscellaneous additional projects that benefit the inhabitants of the City. The original balance was $7,825,000 with a net interest cost of 3.10% until 2032.

The City also in 2023 issued Revenue Bonds for purposes of benefiting Electric Utilities to better provide and improve electric & telecommunication services, including high-speed broadband internet facilities and service in the City. The original balance of the bonds was $59,400,000 with a net interest cost of 4.62% until 2044.

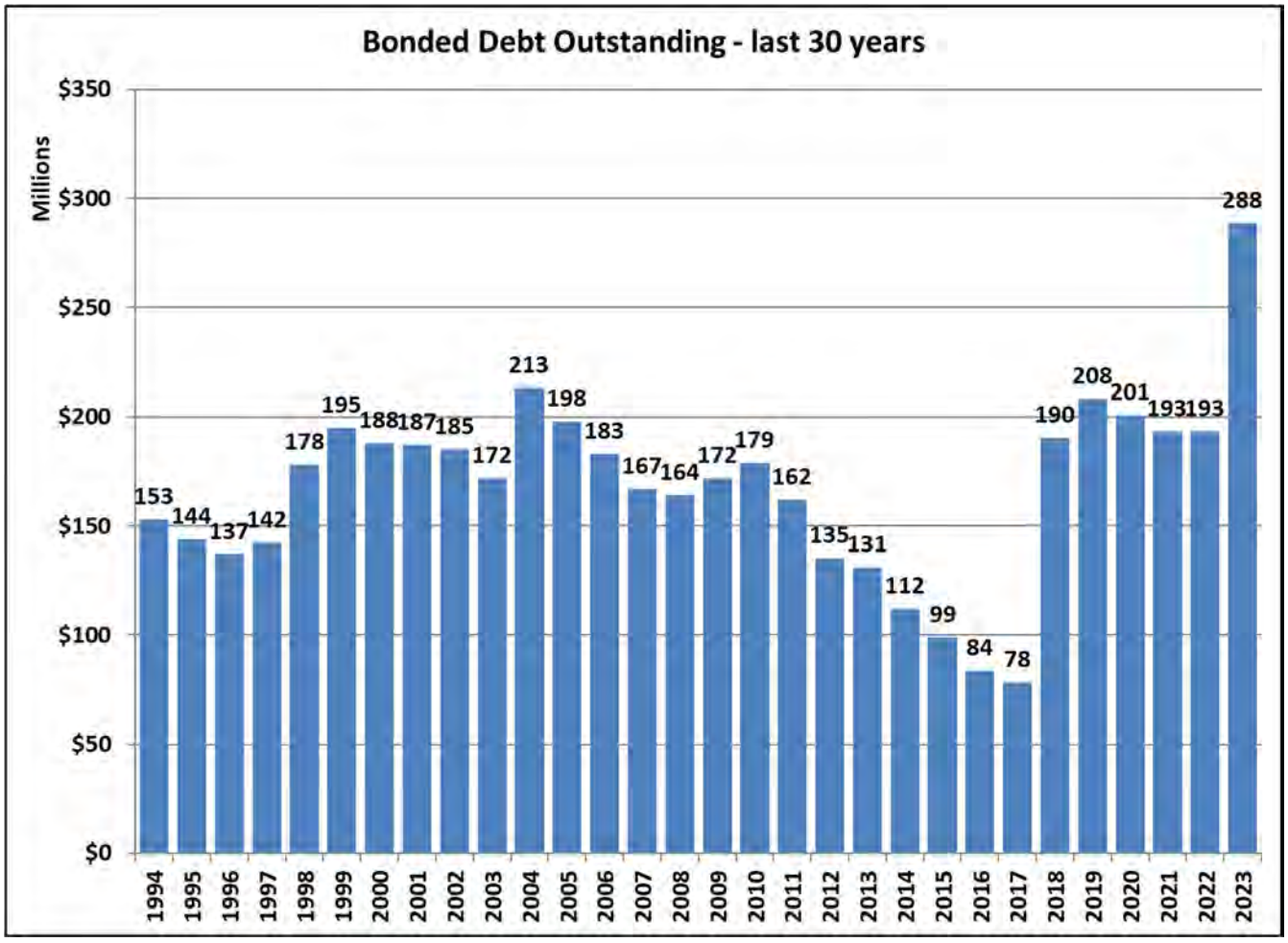
Finally, the City in 2023 also issued Revenue Bonds for purposes of benefiting Stormwater Utilities to better provide and improve storm drainage services. The original balance of the bonds was $38,245,000 with a net interest cost of 4.35% until 2043.

Outstanding Debt

Debt Summary

excludes lease to own equipment and DDA related debt — $ in 000s

Date Issued	Date Matures	Original Amount	Term	Debt Issued	Outstanding 12/31/23	Debt Service 2023
2012	2026	34,395	14	2012 COP's (refunded 2004)	$ 5,760	$ 2,073
2017	2027	8,425	10	2017 COP's	3,610	961
2019	2038	23,865	19	2019 COP's	19,480	1,689
2022	2037	7,355	15	2022A COPS's	7,010	700
2023	2032	7,825	9	2023 COP's	7,100	997
2018	2042	98,320	24	2018A Light & Power Revenue Bond	84,945	4,194
2018	2031	44,690	13	2018B Light & Power Revenue Bond	40,035	4,963
2020	2035	800	15	2020 Epic Note	800	0
2021	2029	909	8	2021 US Bank Term Loan - Epic	515	222
2022	2037	695	15	2022 Vectra Bank Term Loan - Epic	634	59
2023	2038	1,012	15	2023 Vectra Bank LOC Term Loan	992	44
2023	2044	59,400	21	2023 Electric Utility Revenue Bond	59,400	0
2003	2030	2,476	27	2003 Water Revenue Bond	331	188
2016	2028	18,795	12	2016 Wastewater Revenue Bond	10,590	2,265
2023	2043	38,245	20	2023 Storm Drainage Revenue Bond	38,245	0
2013	2029	11,085	16	2013 URA Revenue Bond	4,945	945
2019	2036	4,990	17	2019 URA Revenue Bond	4,080	328
		363,282			288,472	19,626
2009	*2029*	*5,304*	*20*	*RMI2 (advance from City)*	*346*	*357*
		5,304			*346*	*357*
Total		**$ 368,586**			**$ 288,818**	**$ 19,983**



Possible Debt Activity in the Near Future
In 2025 the City anticipates issuing debt to finance the Southeast Community Center.

Lease Purchase Agreements
From time to time the City finances certain equipment by using lease-purchase financing. The agreements are limited to five-year terms and the assets acquired have a life that meets or exceeds that term. This disclosure is required by CRS § 29-1-103.

Lease-Purchase Agreements Personal Property: Future Obligations by Year

$ 000s

Agreement Year	2024	2025	2026	2027	2028	Total
2019 A	375					375
2020 A	332	169				501
2021 A	583	594	301			1,478
2022 A	895	921	948	484		3,248
2023 A	709	742	776	811	633	3,672
	$ 2,894	**$ 2,426**	**$ 2,025**	**$ 1,295**	**$ 633**	**$ 9,274**

CAPITAL IMPROVEMENT PLAN

In April 2015, the voters of Fort Collins passed a 10-year, quarter-cent (0.25%) tax renewal dedicated to community improvements called the Community Capital Improvement Program ("CCIP"). The projects identified for the CCIP tax, along with some initial operation and maintenance costs, went into effect January 1, 2016, and will expire on December 31, 2025. The goal of CCIP is to provide funding for some of the City's highest priority capital projects. Like previous capital improvement plans, the City used an extensive public engagement process, conducting a series of meetings to solicit public feedback and input from City boards and commissions, along with several City Council Work Sessions. As a result of this input, the final list of projects was developed prior to voting and was included as part of the ballot language.

Funding for neighborhood parks, open space, and trail system capital improvements is provided through the City's Neighborhood Parkland Fund and Conservation Trust Fund. The Neighborhood Parkland Fund is used to account for revenues collected from the City's Neighborhood Parkland capital improvement expansion fee and provides funding for acquisition and development of neighborhood parks, as well as park capital improvements. The Conservation Trust Fund is funded through Colorado State Lottery revenue and is restricted by City Council to financing capital projects which relate to the acquisition and development of open space and trails, as well as part of the operations and maintenance of those systems.

In addition to the City's dedicated quarter-cent sales and use tax for CCIP mentioned above, City Council adopted Ordinance No. 51, 1996 in May of 1996, which established capital improvement expansion fees for library, community parkland, police, fire, and general government services. The purpose of these expansion fees (sometimes called "impact fees") is to have a mechanism whereby developers pay for a proportionate share of the capital improvements and equipment that are necessary to provide services to areas of new development within the City. The expansion fee policy helps the City to ensure that new areas of development does not have a negative impact on the City's ability to provide infrastructure to those areas.

Capital improvements associated with the City's Light & Power, Water, Wastewater, and Stormwater utilities are budgeted within each respective enterprise fund. A combination of revenue from utility fees, bond proceeds, and Plant Investment Fees (PIFs – which apply to all development served by Fort Collins Utilities) are used to fund utility capital projects. Those projects provide improvements to the City's electrical, water, and wastewater systems, as well as basin improvements associated with the City's storm drainage system.

PROJECT BUDGETING

Capital Improvement Policy

The City's Capital Improvement Policy provides Project Managers with guidelines for budget preparation and long-range financial planning. The policy states:

- The City will develop a multi-year plan for capital improvements and update it annually.

This document presents the City's capital improvement program for 2025-26. While the budget is normally biennial, the City's budget is reviewed and appropriated annually.

- The City will identify estimated costs and funding sources for each capital project requested before it is submitted to the City Council.

Council may approve appropriations for capital projects during the budget process, or "off-cycle" (outside of BFO) at any time during the year. Council is not asked to approve any project for which a funding source has not been identified. Staff also keeps the Council informed on estimated operating impacts of projects being considered by City Council.

- All City capital improvement projects will be administered in accordance with The City's Capital Projects Procedures Manual.

The City has a Capital Projects Procedures Manual which serves as a guide to Project Managers regarding administrative and operational procedures to be used in the design and construction of the City's capital projects.

- All City capital improvements will be constructed, and expenditures incurred, for the purpose as approved by City Council.

The scope (project description) and estimated cost (budget) of capital improvements are relayed to City Council, prior to, or at the time they are asked to approve funding for a project. Additional funding or changes to the scope of an approved capital project must be approved by City Council.

- The City will use a variety of different funding sources to fund capital projects, with an emphasis on a 'pay-as-you-go' philosophy.

The City's current capital improvement program is funded from a variety of different sources. The 'pay-as-you-go' philosophy 1) avoids additional City costs due to interest charges, 2) assures all revenue collected is available for projects, and 3) provides a conservative approach to capital budgeting; however, long-term financing is a viable funding source which the City has

used and will continue to do so for certain improvements.

- Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

Project Managers are responsible for identifying 1) additional operation and maintenance (O&M) costs associated with new capital projects, 2) funding sources for the O&M, and 3) developing a plan for including new O&M in the City's budget.

The Budget Process

The budget process and eventual appropriation provides Project Managers with the legal basis for spending resources on their proposed capital improvement projects. Appropriations are the legal authorization granted by City Council to make expenditures and enter into obligations. An appropriation ordinance, approved by City Council, is the vehicle by which appropriations are made legal. Appropriation ordinances require two readings by the City Council, and become effective the 10th day following passage of the ordinance on second reading.

Capital Project Appropriations

Capital project appropriations, which do not lapse until completion of the project, require City Council's approval and are subject to the following City Charter requirements:

- Appropriation of funds for capital projects shall be summarized by project.
- No appropriation shall be made which exceeds the revenues, reserves, or other funds anticipated to be available at the time of the appropriation.
- Supplemental appropriations may be made at any time during the fiscal year, provided that the requested appropriation does not exceed the current estimate of actual and anticipated revenues or other funds to be received in the fiscal year, or provided that funds requested for appropriation are available in the form of prior year reserves within the fund.
- Appropriations may be transferred from one fund or capital project to another fund or capital project, provided that 1) the purpose for which the transferred funds are to be expended remains the same, 2) the purpose for which the funds were initially appropriated no longer exists, or 3) the proposed transfer is from a fund or capital project in which the amount appropriated exceeds the amount needed to accomplish the purpose as originally appropriated.

Art in Public Places Program

On April 25, 1995, the City Council adopted Ordinance No. 20, 1995, adopting legislation that established and created the Art in Public Places (APP) program. All requests submitted to the City Council for capital project appropriations estimated to cost over two hundred fifty thousand dollars ($250,000) shall include an amount equal

to one (1) percent of the estimated cost of such project for works of art. This requirement shall also apply to appropriations partially funding a project that will have a total estimated cost of over two hundred fifty thousand dollars ($250,000), even if such individual appropriations are equal to or less than that amount. The APP program establishes procedures and guidelines for the acquisition of art by the City and ensures that public art is integrated into City capital projects. Contributions for non-proprietary capital projects must be appropriated for transfer within the capital project, to the Art in Public Places reserve account in the City's Cultural Services & Facilities Fund.

Proprietary fund contributions (from one of the City's Utility funds) toward APP works of art, are budgeted within the appropriate proprietary fund, rather than the Cultural Services & Facilities Fund. Proprietary funds also pay their share of APP maintenance, administration, repair, and display costs annually as a transfer to the APP program in the Cultural Services & Facilities Fund. The total amount of *annual* contributions to the APP program for each Utility fund is limited to one-half percent (0.50%) of the budgeted operating revenue in each Utility fund for that fiscal year.

2025-2026 Citywide Art in Public Places (APP) Contribution Budget

Funding Source	2025 Budget	2026 Budget
2050 Tax Parks Rec Transit OCF	$16,800	
Capital Projects Fund	$245,243	$4,538
Conservation Trust Fund	$30,698	$24,785
General Fund	$25,000	
Neighborhood Parkland Fund	$21,123	$44,639
Subtotal of Governmental APP Contribution Budget	$338,864	$73,962
Light & Power Fund	$14,000	$14,000
Stormwater Fund	$24,000	$52,000
Wastewater Fund	$58,400	$28,400
Water Fund	$53,000	$52,270
Subtotal of Utilities APP Contribution Budget	$149,400	$146,670
Total Citywide APP Contribution Budget	$488,264	$220,632

NOTE: The total contribution for APP in 2025-2026 will not match the total of the APP offers submitted in the Budget due to APP Reserves being utilized for funding.

CAPITAL PROJECTS SUMMARY
By Fund

The following schedule summarizes the 2025- 26 budgeted capital project offers by Fund and Outcome. This amount reflects individual funded capital project offers, not the total amount of capital included in the budget.

2025	Culture and Recreation	Economic Health	Environmental Health	Safe Community	Transportation and Mobility	Total
FUND EXPENDITURES						
2050 Tax Parks Rec Transit OCF					$1,680,000	$1,680,000
Capital Expansion Fund	$2,000					$2,000
Capital Projects Fund	$16,248,886		$2,500,000		$5,773,371	$24,522,257
Conservation Trust Fund	$3,069,791					$3,069,791
General Fund	$114,194					$114,194
Light & Power Fund		$1,775,000	$1,215,000			$2,990,000
Neighborhood Parkland Fund	$1,998,113					$1,998,113
Stormwater Fund				$1,400,000		$1,400,000
Wastewater Fund			$3,000,000	$2,250,000		$5,250,000
Water Fund				$2,250,000		$2,250,000
Total Citywide Capital	**$21,432,984**	**$1,775,000**	**$6,715,000**	**$5,900,000**	**$7,453,371**	**$43,276,355**

2026	Culture and Recreation	Economic Health	Environmental Health	Safe Community	Transportation and Mobility	Total
FUND EXPENDITURES						
Capital Expansion Fund	$2,000					$2,000
Capital Projects Fund	$251,819				$200,000	$451,819
Conservation Trust Fund	$2,478,459					$2,478,459
General Fund	$117,912					$117,912
Light & Power Fund		$1,775,000	$1,315,000			$3,090,000
Neighborhood Parkland Fund	$4,345,929					$4,345,929
Stormwater Fund				$5,000,000		$5,000,000
Total Citywide Capital	**$7,196,119**	**$1,775,000**	**$1,315,000**	**$5,000,000**	**$200,000**	**$15,486,119**

CAPITAL PROJECTS 2025-26
By Outcome

Offer #		2025	2026
CULTURE & RECREATION			
46. 10	Recreation: Southeast Community Center	$15,201,000	
60. 1	Recreational Trail Development	3,069,791	2,478,459
60. 2	Neighborhood Park Development	2,112,307	4,463,841
60. 3	Community Park Development	1,049,886	253,819
	TOTAL CULTURE & RECREATION	**$21,432,984**	**$7,196,119**
ECONOMIC HEALTH			
15. 10	Utilities: Light & Power - System Relocations Due to Road, Intersection and Alley Improvements	$400,000	400,000
15. 15	Utilities: Light & Power - Training Field and Lab Enhancements	100,000	100,000
15. 16	Utilities: Light & Power - Rear Lot to Front Lot Electrical Conversions	400,000	400,000
15. 17	Utilities: Light & Power - Substation access control and security technology upgrades	500,000	500,000
15. 18	Utilities: Light & Power - Maximo Software Consultation	375,000	375,000
	TOTAL ECONOMIC HEALTH	**$1,775,000**	**$1,775,000**
ENVIRONMENTAL HEALTH			
7. 23	Utilities Light & Power - Virtual Power Plant Development and Enrollment	$1,215,000	1,315,000
7. 30	Utilities: Wastewater - DWRF Sidestream Phosphorus Removal Phase 2 - Design	1,000,000	
7. 32	Utilities: Wastewater - DWRF Preliminary Treatment Preliminary Design	2,000,000	
37.12	Natural Areas - Bridge Replacements	2,500,000	
	TOTAL ENVIRONMENTAL HEALTH	**$6,715,000**	**$1,315,000**
SAFE COMMUNITY			
5. 24	Utilities: Stormwater - Fossil Creek Stream Rehab Trilby to Lemay	$1,400,000	5,000,000
5. 38	Utilities: Combined One Water Laboratory - Site Acquisition and Design	4,500,000	
	TOTAL SAFE COMMUNITY	**$5,900,000**	**$5,000,000**
TRANSPORTATION			
19. 5	CCIP - Bicycle Infrastructure	$1,300,000	
19. 10	Active Modes Plan Infrastructure Implementation	1,680,000	
20. 4	CCIP - Arterial Intersections	1,300,000	
20. 5	CCIP - Pedestrian Sidewalk - ADA	2,400,000	
20. 13	Power Trail at Harmony Road Grade-Separated Crossing	673,371	
20. 15	Turnberry Road and Suniga Road Extensions		200,000
65. 6	CCIP – ADA Bus Stop Improvements	100,000	
	TOTAL TRANSPORTATION	**$7,453,371**	**$200,000**
	TOTAL CAPITAL PROJECTS	**$43,276,355**	**$15,486,119**
	Utilities	*$11,890,000*	*$8,090,000*
	All Other Service Areas	*$31,386,355*	*$7,396,119*

*Note: The Offers listed above include all expenses associated with the capital project, which may be greater than the portion of the project which will be 'capitalized' based on federal accounting standards.

1.1 General Fund Support to Various Funds for Operations and Debt Service

2025 - $46,628,726

2026 - $49,061,797

This offer provides a General Fund subsidy to various funds. The amounts were determined by submitting offers in the BFO competitive process. Funds receiving support are the following: Cultural Services, Recreation, Cemetery, Museum, Transit, Transportation, Parking, Capital Leasing, Data & Communications, Utilities Customer Service & Administration, Water and Equipment.

1.2 Transfers between funds (Capital Expansion Fund, to the General Fund, to the Capital Projects Fund)

2025 - $9,383,027

2026 - $3,849,245

This offer provides a fund subsidies to various funds. The amounts were determined by submitting offers in the BFO competitive process. Funds included in this offer are the following: Self Insurance, Equipment Fund, GID #1, Capital Expansion, Community Parkland, Neighborhood Parkland, Conservation Trust, Perpetual Care, Golf, Natural Areas, Transportation Capital Expansion Fee, Transportation, Parking and Transit. The Funds receiving amounts are the following: Utility Customer Service and Admin, Capital Leasing Corporation, General Fund, Capital Projects, Water Fund, Cemeteries and Transit Services.

1.3 Sales & Use Tax Fund Transfers (to Natural Areas Fund Only)

2025 - $11,028,001

2026 - $11,315,735

The Sales and Use Tax Fund is a depository for the 1/4 cent tax for Natural Areas and this fund transfers the Natural Areas tax revenue to the Natural Areas Fund for specific programs.

1.4 Community Capital Improvement Program (CCIP) O&M

2025 - $37,000

2026 - $375,000

Community Capital Improvement Program O&M transfers for 2025-26:
Carnegie Building Renovation
Linden St. Renovation
SE Community Center with Pool
Nature in the City
Bike/Ped Grade Separated Crossing Fund

1.5 Community Capital Improvement Program (CCIP) - Transfer to Capital Projects & Transit

2025 - $22,051,000

2026 - $0

This Offer is for the transfer from Fund 255-Community Capital Improvement Program (CCIP) to the 400-Capital Projects Fund for the capital of the 2025 CCIP projects:
Arterial Intersection Improvements
Bicycle Infrastructure Improvements
Bus Stop Improvements
Nature in the City
Pedestrian Sidewalk / ADA-Compliance
Transfort Bus Fleet Replacement
SE Community Center with Pool

1.6 ARPA Paid through 2025 or 2026 Contractual Positions

2025 - $0

2026 - $0

This offer will enable the tracking of the ARPA Funded contractual positions that are paid for through 2025 and/or 2026, plus the two classified positions that are being paid for by ARPA Funding as well.

2.1 General Fund Off the Top: Insurance & SRM Admin charge

2025 - $1,840,838

2026 - $1,886,942

This offer funds the General Fund allocation of:
- self insurance fees - other personnel costs, Employees Liability Insurance, Auto Insurance, and Physical Property Insurance.
- SRM Admin charge

2.2 General Employee's Retirement Plan & General Fund GERP Supplemental

2025 - $6,834,844

2026 - $7,134,844

The General Employees' Retirement Plan is a defined benefit plan for employees employed with the City on January 1, 1971 or hired after December 31, 1970, but before January 1, 1999. This plan is a government plan established

pursuant to IRS Code Section 414(d) and is intended to meet the requirements of IRS Code Sections 401(a) and 501(a).

- GERP Supplemental contributions. Expense numbers are included in the budget manual.

2.3 Debt Service - Capital Leasing

2025 - $6,263,317

2026 - $6,259,597

This offer is to provide resources to service outstanding debt obligations relating to governmental activities. Over the years the City has used multiple types of financing to pay for construction projects and capital asset purchases. Current outstanding types include lease certificates of participation and assignment of lease payments. Maturity dates vary from 2026 to 2038.

Debt outstanding to be serviced by this offer includes:
2023 COP. Purchase of the Hughes stadium property. Debt service is split evenly to General and Natural Areas funds. Issued at net interest of 3.22%, par of $7,825,000, and maturity of Dec. 2032. 2025 payments will be $997,750 and 2026 will be $999,000.

2022 COP. Financed the irrigation system at Southridge and a shop expansion for operation services at 800 Wood. The debt service is split between Golf and Equipment Funds. Issued at net interest of 3.57%, par of $7,355,000, and maturity of Dec. 2037. 2025 payments will be $694,450 and 2026 will be $690,700.

2019 COP. Issued in 2019 to finance construction work at I-25/Prospect interchange and a Police Regional Training facility with the City of Loveland. Issued at net interest of 3.02%, par of $23,865,000, and maturity of Dec. 2038. 2025 payments will be $1,686,431 and 2026 will be $1,686,681.

2017 COP. Issued in 2017 to purchase top 2 floors of Firehouse Alley Parking Structure. Interest of 2.48%, par of $8,425,000, and maturity of July 2027. 2025 payments will be $957,952 and 2026 will be $960,880. DDA is contributing $300,000 a year towards debt service beginning in 2019.

2012 Lease COP refunded 2004 Lease COP (4.5-5.0%) that was originally $48,650,000 and 2026 maturity. The original proceeds acquired land/new central police services building, storage facility for deicing materials, and Soapstone naturals area land. The 2012 Refunding Bonds were issued in Oct. 2012 at 1.82%, par of $34,395,000, and same Dec. 2026 maturity. Payments will be $1,926,733 in 2025 and $1,922,335 in 2026.

2.4 General Fund Non-Departmental: Other (Property Tax, Contingency)

2025 - $760,000

2026 - $760,000

This offer funds Other Non-Departmental expenses such as Contingency, Community Opportunities and County Fees for property tax collections.

22.1 Light & Power Payments and Transfers

2025 - $24,115,499

2026 - $24,876,600

Funding this offer will allow the required payments and transfers in the Light & Power Fund to be made including:
* Payment in lieu of taxes (PILOTs).
* Transfer to the General Fund for administrative services, risk management, debt service.
* Light & Power's portion of shared services provided by the Utilities Customer Services & Administrative Fund (CS&A).

Other, smaller annual payments are to the Office of Emergency Management, supplemental payment to the General Employees Retirement Plan, and bad debt expense.

PILOTs are mandated and set by City Council by ordinance at an amount equal to 6% of the Utilities' operating revenues from the sale of electricity. The payment compensates the General Fund for the revenue it would receive if the Utility were privately owned. In addition to this cash payment, the Utility operates and maintains the City's street lighting system at no cost to the City General Fund. This is a non cash contribution.

The administrative transfer to the General Fund pays for administrative services provided to Light & Power including finance, purchasing, and human resources.

Payments to the self-insurance fund include charges for employee liability, automobile liability, and comprehensive, collision and physical property insurance.

Utilities customer service and administration is provided to all four utilities, as well as Broadband, by the CS&A Fund,

which is an internal service fund. A wide range of services are provided by the employees and programs of CS&A including: customer service, billing, collection, limited meter reading, customer and employee relations, the executive director's office, safety and security, utilities finance and budget, asset management, information technology, regulatory and government affairs, and building and grounds maintenance.

22.2 Water Payments & Transfers

2025 - $10,662,265

2026 - $10,808,506

This offer includes the payments and transfers made from the Water Fund including: Payment in Lieu of Taxes (PILOT) to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Water Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services. Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology.

22.3 Wastewater Payments and Transfers

2025 - $10,192,727

2026 - $16,216,384

This package includes the payments and transfers made from the Wastewater Fund including:
Payment in Lieu of Taxes (PILOT) to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Wastewater Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services. Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Wastewater Fund.

22.4 Stormwater Payments & Transfers

2025 - $9,632,266

2026 - $9,723,536

This offer includes payments and transfers in the Stormwater Fund including: transfer to the General Fund for administrative services, risk management, debt service, payment to Boxelder Basin Regional Stormwater Authority (BBRSA) for stormwater service & system development fees, payment to Larimer County for the City's share of Boxelder B Dams operations and maintenance, and Stormwater's portion of shared services provided by the Utilities Customer & Administrative Services Fund (CS&A). Other smaller transfers include supplemental payment to the General Employees Retirement Plan, payment for investment services, and bad debt expense. Since there are not for-profit taxable utilities who provide stormwater services, the Stormwater Utility does not pay payment in lieu of taxes (PILOT).

The transfer to the General Fund pays for administrative services provided to Stormwater including finance, purchasing, human resources, City Manager, and City Attorney.
Payments to the self insurance fund include charges for employee liability insurance, comprehensive and collision automobile liability insurance, and administrative costs.

BBRSA payment is in compliance with the 2009 enabling intergovernmental agreement (IGA) and funds the design, construction and maintenance of regional stormwater improvements to address flood mitigation and protection within the Boxelder and Cooper Slough stormwater drainage basins. Boxelder B Dams payment is in compliance with the 2023 enabling IGA and funds annual operations and maintenance and creation of rehabilitation fund

Utilities Customer Service & Administration is provided to all four utilities by the CS&A Fund, an internal service fund. A wide range of services are provided by the employees and programs of CS&A including: customer service, billing, collection, customer connections, the executive director's office, workforce culture, utilities finance and budget, asset management, information technology, environmental regulatory affairs,

22.5 Customer Service & Administration Payments & Transfers

2025 - $323,504

2026 - $328,721

This offer includes payments and transfers in the Customer Service & Administration Fund including: transfer to the General Fund for administrative services, risk management. Other smaller transfers include supplemental payment to the General Employees Retirement Plan, payment for investment services, and bad debt expense.

The transfer to the General Fund pays for administrative services provided including finance, purchasing, and human resources.
Payments to the self insurance fund include charges for employee liability insurance, comprehensive and collision

automobile liability insurance, and administrative costs.

22.6 Utility Funds Transfers to the General Fund and to other Funds

2025 - $1,360,036

2026 - $1,436,669

This Offer is used by the Budget department for the transfers needed to balance the budget. The amounts were determined by submitting offers in the BFO competitive process.

Transfers from the Utility funds for:
LIght & Power: Offers #49.1, 48.2, 51.1 & 8.16
Water: Offers #49.1, 48.2 & 51.1
Wastewater: Offers #49.1 & 51.1
Stormwater: Offers 49.1, 51.1, 64.2 & 21.4
Customer Service & Admin: Offer #49.1 & 51.3

28.1 Debt Service & Transfer Payments

2025 - $13,397,187

2026 - $13,754,257

This offer supports the debt service payments for the original bonds as well as repayment and interest back to L&P for the additional borrowing. The remainder of the offer supports the PILOT fee, admin services to GF, and the transfer of funds back to CS&A for Connexion Customer Support.

28.2 Connexion Transfer to the General Fund and to other Funds

2025 - $196,116

2026 - $199,157

The amounts were determined by submitting offers in the BFO competitive process.

This will transfer from Broadband Fund to the General Fund for:

Offer #'s 49.1 & 11.2

31.1 Skyview South GID #15 Budget Offer

2025 - $1,000

2026 - $1,000

This Offer will appropriate $1,000 for the 2025-26 fiscal year to pay the Larimer County Treasurer's fee for collecting GID #15 property taxes.

69.1 Downtown Development Authority: Operating & Capital

2025 - $31,622,757

2026 - $31,622,757

The Fort Collins Downtown Development Authority (DDA) was created in 1981, according to Colorado Revised Statutes 31-25-804, 1973, as amended, for the purpose of planning and implementing projects and programs within the boundaries of the DDA. By state statute the purpose of the ad valorem tax levied on all real and personal property in the Downtown development district, not to exceed five mills, shall be for the budgeted operations of the authority. Additionally, the DDA and the City adopted a Plan of Development that specifies the projects and programs the DDA would undertake. In order to carry out the purposes of the state statute and the Plan of Development, the City, on behalf of the DDA, has issued various debts, which require debt servicing.

Property Taxes

MILL LEVY FROM DIRECT AND OVERLAPPING GOVERNMENTS APPLICABLE TO MOST PROPERTIES LOCATED IN THE CITY (1)

Levy Year (2)	City	Larimer County	Poudre School District	Poudre River Library District	Poudre Health Services District	N. Colorado Water Conservancy Dist. & Other	Total
2013	9.797	22.424	52.763	3.013	2.167	1.142	91.306
2014	9.797	22.459	52.630	3.024	2.167	1.142	91.219
2015	9.797	22.553	52.630	3.016	2.167	1.142	91.305
2016	9.797	21.882	52.630	3.000	2.167	1.142	90.618
2017	9.797	22.521	52.630	3.034	2.167	1.142	91.291
2018	9.797	22.092	52.630	3.000	2.167	1.142	90.828
2019	9.797	21.863	56.000	3.000	2.167	1.142	93.969
2020	9.797	22.458	55.000	3.000	2.167	1.142	93.564
2021	9.797	22.458	55.000	3.000	2.167	1.142	93.564
2022	9.797	22.425	54.207	3.017	2.167	1.142	92.755
2023	9.797	21.745	53.434	3.010	2.167	1.142	91.295

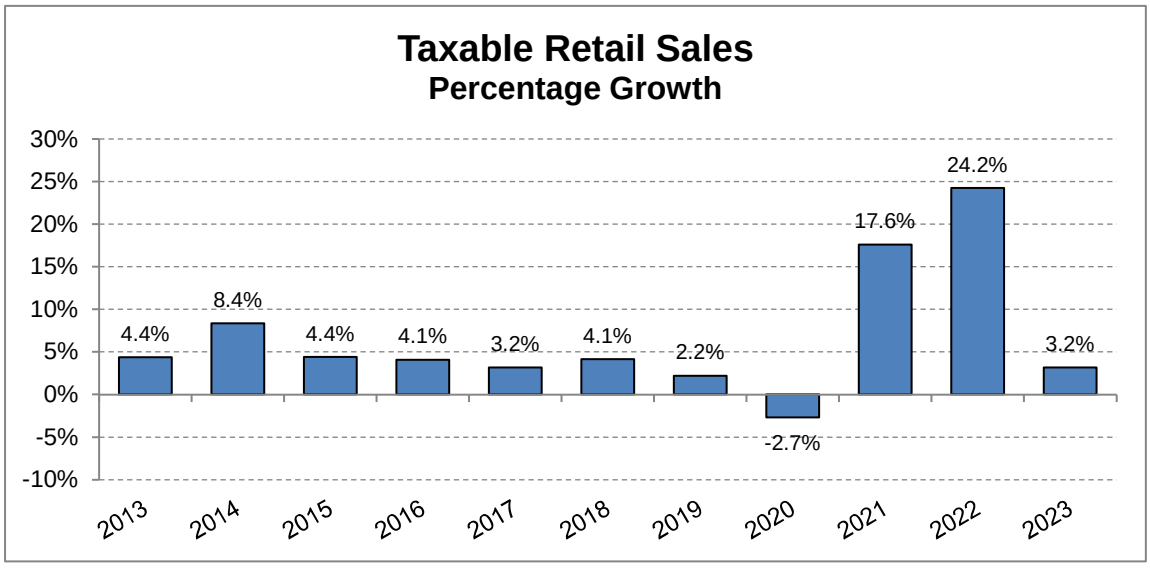
CITY PROPERTY TAX LEVIES AND VALUES

Levy Year	Total Tax Levy	Estimated Actual Value
2013	$18,464,343	$15,013,427,383
2014	$18,950,031	$15,339,147,544
2015	$21,843,126	$17,965,282,461
2016	$22,611,497	$18,344,283,981
2017	$25,286,424	$22,505,745,100
2018	$25,496,697	$23,173,621,200
2019	$28,856,406	$27,160,096,714
2020	$28,797,573	$27,397,017,060
2021	$29,779,714	$28,604,273,280
2022	$36,954,419	$31,986,308,554
2023	$44,960,122	$40,030,523,812

(1) Source: Larimer County Assessor's Office
(2) Collection year follows the levy year.

SALES AND USE TAX COLLECTIONS

Year	Taxable Retail Sales ($ in millions)	Sales Tax	Use Tax	Total
2013	$2,548.9	$92,134,251	$17,983,860	$110,118,111
2014	$2,761.9	$99,847,163	$26,186,283	$126,033,446
2015	$2,883.7	$104,713,889	$28,864,372	$133,578,261
2016	$3,001.7	$109,314,929	$26,694,521	$136,009,450
2017	$3,096.8	$111,908,047	$23,486,299	$135,394,346
2018	$3,225.1	$115,962,691	$22,451,059	$138,413,750
2019	$3,295.5	$119,213,796	$22,253,396	$141,467,192
2020	$3,206.6	$115,234,386	$20,020,218	$135,254,604
2021	$3,771.1	$137,910,207	$20,990,056	$158,900,263
2022	$4,684.9	$149,883,678	$23,093,309	$172,976,987
2023	$4,834.4	$154,553,370	$23,548,979	$178,102,349



HISTORY OF SALES AND USE TAX RATES

Year	Sales & Use Tax (1)	Capital Improve-ments (2)	KFCG (3)	2050 Parks & Rec, Climate, Transit (4)	Total City Sales & Use Tax	Larimer County Tax	State Tax	Total All Taxes
2017	2.25	0.75	0.85	0.00	**3.85**	0.65	2.90	**7.40**
2018	2.25	0.75	0.85	0.00	**3.85**	0.55	2.90	**7.30**
2019	2.25	0.75	0.85	0.00	**3.85**	0.80	2.90	**7.55**
2020	2.25	0.75	0.85	0.00	**3.85**	0.80	2.90	**7.55**
2021	3.10	0.75	0.00	0.00	**3.85**	0.80	2.90	**7.55**
2022	3.10	0.75	0.00	0.00	**3.85**	0.80	2.90	**7.55**
2023	3.10	0.75	0.00	0.00	**3.85**	0.80	2.90	**7.55**
2024	3.10	0.75	0.00	0.50	**4.35**	0.80	2.90	**8.05**

(1) Base tax rate (2.25%) - Ordinance No. 58, 1967, authorized the initial 1% sales and use tax. Ordinance No. 140, 1979, authorized another 1% beginning April, 1980 and another .25% was authorized beginning in January, 1982 by Ordinance No. 149, 1981. On February 5, 2019, City Council referred a ballot measure regarding Keep Fort Collins Great revenue replacement to the April 2, 2019 ballot. Fort Collins voters passed the ballot by 61%. This measure continued the .85% tax by increasing the on-going tax rate by .60% and adding a renewable .25% tax through 2030.

(2) Capital improvement tax rate additions - Ordinance No. 8, 1989 authorized a .25% tax for street capital maintenance beginning July 1, 1989. Ordinance No. 9, 1989 authorized a .25% tax to finance the Choices 95 Capital Improvement Program beginning in January 1990. Ordinance No. 125, 1992 authorized a .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas beginning January 1, 1993. All three taxes expired December 1997. At a municipal election in April, 1997, City residents approved the extension of the three .25% tax rates that expired in December, 1997 to finance the Building Community Choices Capital Improvement Program. The extension covered the period from January 1, 1998 through December 31, 2005.

At the November 5, 2002 election, voters approved an extension of the .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas covering the period from January 1, 2006 through December 31, 2030. At the April, 2005 municipal election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2006 through December 31, 2015. At the November 1, 2005 election, voters approved the extension of the .25% tax financing the Building Community Choices – Community Enhancements projects to fund projects in the Building on Basics Capital Improvement Plan. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

At the April 7, 2015 election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2016 through December 31, 2025. In addition, voters approved the extension of the .25% tax financing the Building on Basics Capital Improvement Plan projects to fund capital projects in the Community Capital Improvement Plan. The extension went into effect on January 1, 2016, and is due to expire on December 31, 2025.

(3) Keep Fort Collins Great (KFCG) tax rate (0.85%) - On November 2, 2010 the voters approved a .85% increase beginning January 2011, which sunset on December 31, 2020.

(4) 2050 Parks & Rec, Climate & Transit tax rate (0.5%) - In August 2023, the City Council adopted Resolution No. 2023-074, which submitted to the City's registered electors a ballot issue to increase the City's sales and use tax by 0.50%, beginning January 1, 2024 and ending at midnight on December 31, 2050, with the revenues to be spent only for certain items related to parks and recreation; air pollution and climate goals; and transit system improvements (the "2050 Tax"). The electors approved the ballot issue at the City's regular municipal election held on November 7, 2023, and the 2050 Tax went into effect January 1, 2024.

User Fee Highlights for 2025-26

Planning Development and Transportation

Community Development & Neighborhood Services (CDNS) / Engineering – Most of the fee schedule is proposed for increase between 7% and 8% with inflation being the driving factor, specifically applying the industry-standard Engineering News Record Construction Index.

Parking Services – No proposed changes for 2025-26.

Streets – Proposing moderate adjustments to most fees as well as taking one fee offline.

Traffic Operations –Adjustments to fees in 25 and 26 and taking one fee offline.

Transit – No proposed changes for 2025-26; fares would be comprehensively assessed if the City fare-free strategy were to change.

Community Services

Community Center for Creativity – Is sunsetting many fees for 2025. There are also numerous changes to 2025 fees with several reductions. 27 new fees are being recommended.

Gardens on Spring Creek – is proposing fee increases in 2025 to most space rental and wedding package fees. Gardens is also proposing 23 new fees.

Lincoln Center (Standard Fees & Non-Profit Fees) – Proposing Increases to numerous fees. There are also proposals for new 3 new fees for each Non-Profit and Standard Fee schedule.

Natural Areas – Proposed increase to Restoration Fee, Primrose is adjusting fees and proposing to add 3 new fees.

Parks – Proposing increases to most fees. Fees are being benchmarked against other regional communities and are being adjusted based on trends.

- Parks
- Parks Outdoor sports Facility Rental Fees

Cemetery Fund & Perpetual Care – Automatically increased by Denver-Lakewood- Aurora (Formerly Denver/ Boulder CPI). 2025 CPI of 4.5% and 2.5% in 2026 are both estimates. Not required to go to Council every year.

Golf –Numerous fee increases are being proposed due to increased usage and costs. Golf's typical fee assessment schedule, which is a 3-year rotation: year one, green fees; year two, carts; and year three, driving range has been unable to keep pace with rising usage and cost.

Recreation Programs & Facilities –

- ***Recreation Facility Rentals***- Taking many fees offline due to a now secured licensed childcare area. There are also moderate increases to many of the fees for 2025 and 2026. Proposing 47 new fees, most of which are City department Fees, many of which are room rental fees.
- ***Recreation Passes & Daily Fees***- Proposing increases to numerous fees, most of the increases are being proposed in 2026. The increases being proposed are to keep up with the increased cost of service delivery.
- ***Recreation Programs***- Proposing moderate fee increases to numerous recreation programs. The main driver being increased costs to providing service. There is also a proposal of 27 new fees, many of which have been long time programs but were not being recognized on the fee schedule.

Executive Legal and Judicial Services

City Clerk – Marijuana Fees are proposed to increase in 2025-2026 by the estimated 2023 Denver- Lakewood- Aurora CPI rate of 3.7%.

Internal and Employee Services

Information Technology – GIS: No proposed changes for 2025-26

Police Services

Police – Substantial Increases to off-duty 2025.

City of Fort Collins

ORGANIZATION CHART

